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WEST TRADIES**

GMDC QLD – GAMING OVERVIEW

*LOYALTY, TIERING, SERVICE AND
UNPROVEN TENETS OF LEADERSHIP*



A bit of Background...

Gaming in Western Sydney

- ✦ In the last year at Wests League Club, gaming contributed;

Revenue - \$39.8m @ \$314 per machine per day

Turnover - \$615 million dollars

- ✦ Winners and losers post-COVID

DGR Ranking for Club Gaming Revenue, qtr Nov 2021;

League Club # 11 (490 of 490 machines – up 8 on '19)

Country Club # 37 (270 of 290 machines – up 15)

Golf Club # 432 (71 of 71 machines – up 107)

West Tradies #182 (125 of 143 machines – down 25)



Licence Name	Local Government Area (LGA)	EGMs At 2020 Nov	vs Last 3 Years	vs Last Qtr	vs Last Year	vs 5 Years	2020 Nov
Mt Pritchard & District Community Club Limited	Fairfield City Council	615	603	2	0	0	1
Bankstown Sports Club	Canterbury-Bankstown Council	743	745	-1	1	0	2
Cabra-Vale Ex-Active Servicemen's Club Ltd	Fairfield City Council	450	450	1	1	2	3
Rooty Hill RSL Club Limited	Blacktown City Council	709	726	-2	2	2	4
Canterbury League Club Ltd	Canterbury-Bankstown Council	713	695	0	0	-2	5
Wentworthville Leagues Club Limited	Cumberland Council	537	541	0	1	2	6
Liverpool Catholic Club	Liverpool City Council	435	435	2	2	8	7
Parramatta Leagues Club	City of Parramatta Council	509	520	3	2	-1	8
Revesby Workers' Club Ltd	Canterbury-Bankstown Council	525	525	-1	-1	0	9
Dooleys Lidcombe Catholic Club	Cumberland Council	448	450	0	-8	-6	10
Western Suburbs League Club (Campbelltown)	Campbelltown City Council	431	510	2	8	12	11
Smithfield RSL	Fairfield City Council	325	325	0	12	24	12
Penrith Rugby League Club Limited	Penrith City Council	625	625	1	-1	-2	13
Dee Why RSL Club Limited	Northern Beaches Council	494	494	5	-1	-4	14
Campbelltown Catholic Club Ltd	Campbelltown City Council	516	490	15	-1	3	15
City Of Fairfield RSL Memorial Club Limited	Fairfield City Council	332	332	1	4	-2	16
Western Suburbs Leagues Club Limited	Inner West Council	323	483	-2	5	-1	17
Western Suburbs (N'cle) Leagues Club Ltd	Newcastle City Council	538	554	0	-7	-5	18
Workers Blacktown	Blacktown City Council	430	430	2	-1	0	19
Castle Hill RSL Club	The Hills Shire Council	344	350	3	10	9	20
Country Club Gledswood Hills	Camden Council	251	204	8	15	84	37
Ingleburn RSL Sub-Branch Club Limited	Campbelltown City Council	255	245	-6	5	24	49
Campbelltown RSL Club Limited	Campbelltown City Council	192	192	-38	-9	1	111
Camden Golf Club Ltd	Camden Council	57	57	-19	16	38	289
Camden RSL Club Limited	Camden Council	50	50	-1	7	6	297
Ingleburn Bowling and Recreation Club Co-Op Ltd	Campbelltown City Council	38	38	74	53	103	423
Lakeside Golf Club - Camden	Camden Council	60	51	130	107	183	432
West's Tennis Club	Campbelltown City Council	53	34	5	-49	-1	462
Campbelltown Golf Club	Campbelltown City Council	20	30	-16	-72	-119	587
Camden Sports Club Ltd	Camden Council	14	14	-27	-31	-46	723
Campbelltown City Bowling Club Co-operative Ltd	Campbelltown City Council	12	24	18	32	-86	748
NSW Harness Racing Club Limited Menangle Park	Campbelltown City Council	19	19	47	-71	19	925



2020 Post-shutdown, three WGM venues achieved record high NSW club rankings for gaming revenue



“Pokies Aren’t Cool”

Where/how can we fix?



Pokies *in Clubs* Aren't Cool!

COVID-19 and the last decade of getting
bashed by pubs have shown the way



Crisis and Opportunity

...in every decision

Case Study - Uber vs Netflix



Pareto's Guide to the evolving Role of a CEO / Gaming Manager

- Learn the COVID-19 / Darwin lesson – the map exists
- Pursue the *broader* “frictionless economy”
- Create the strongest possible value proposition
- Concede that you will spend more time on ‘people’
- In time-poor climate - direct time, resources and people to tasks which will yield the best outcome
- Celebrate the patronage of members and espouse the values of “congratulatory” and “complimentary”



Pareto's Guide to the evolving Role of a CEO / Gaming Manager

- *“The vital few and trivial many”* in any endeavour
 - 80% of effects come from 20% of causes
 - Know the 20% of staff/members/product/ departments responsible for 80% revenue
 - Focus on minority of repeated problems and causes which result in a majority of grievances
 - Elaborate why clubs need engagement
 - Do likewise the difference between a “loyalty” and a “rewards” program
 - Try it - Inertia and inert management are the obstacle



The Easy Part - Measuring Machine Performance

Internal

- ✦ Performance Rankings via Theo Win/Expected Net Per Day

$$\textit{Theoretical Win Per Day} = \textit{Turnover} \times \textit{RTP\%} / \textit{Days}$$

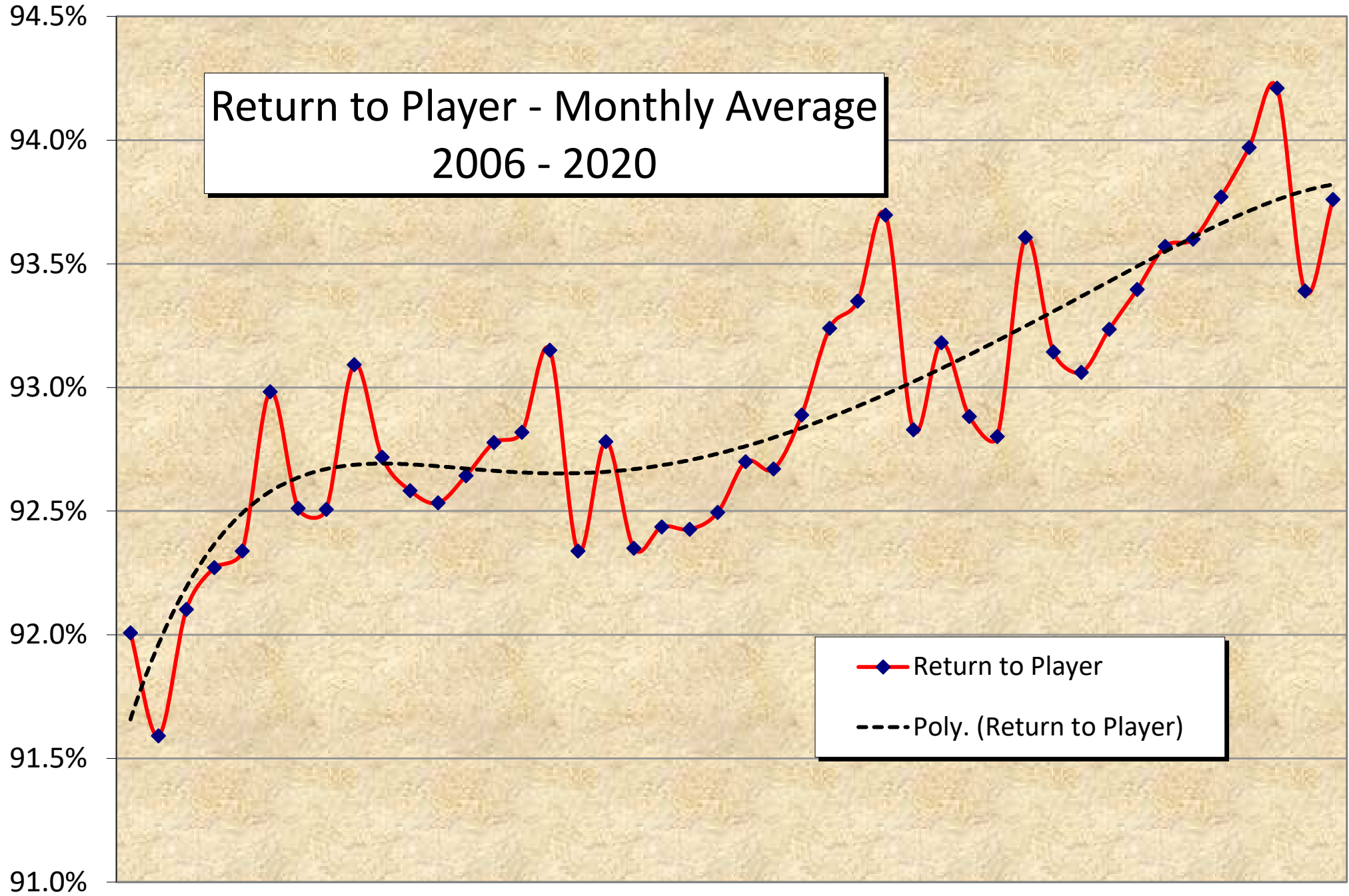
- ✦ Contribution Analysis, Heat Maps, Board, Occupancy, BI
- ✦ Know Your Market – Talk to Players, Frontline Managers

External

- ✦ Networking – CMA, LCA, GMDC, LMOs, ClubsAustralia
- ✦ Manufacturers, Reps, Techs & Service Agents
- ✦ Astute BI, Max, Odyssey, DGR Rankings



A graph for anyone lucky enough to hold 9%...



“If you can’t measure it, you can’t manage it...”

- ✦ Gaming is a very simple science – get your performance reporting right, generate it quickly – use 5 of 20 rule
- ✦ Track performance, try new things, be innovative and responsive – but be ready to react swiftly based on results

“What other business provides you with instant, daily feedback about what you’re doing right and what you’re doing wrong?”

- The Cashbox



“If you can’t measure it, you can’t manage it...”

- ✦ Product -> player segmentation
- ✦ Aggressive warranty conversions in the Hold & Spin Dragon age for dead cat bounce factor
- ✦ First to market to maximise honeymoon periods
- ✦ Volume (c. -33%) vs spend (c. 50%) of players
- ✦ Building banks & zones in multi-game –denom
- ✦ Competitive advantage vs retaining existing play



Who's Making the Money?

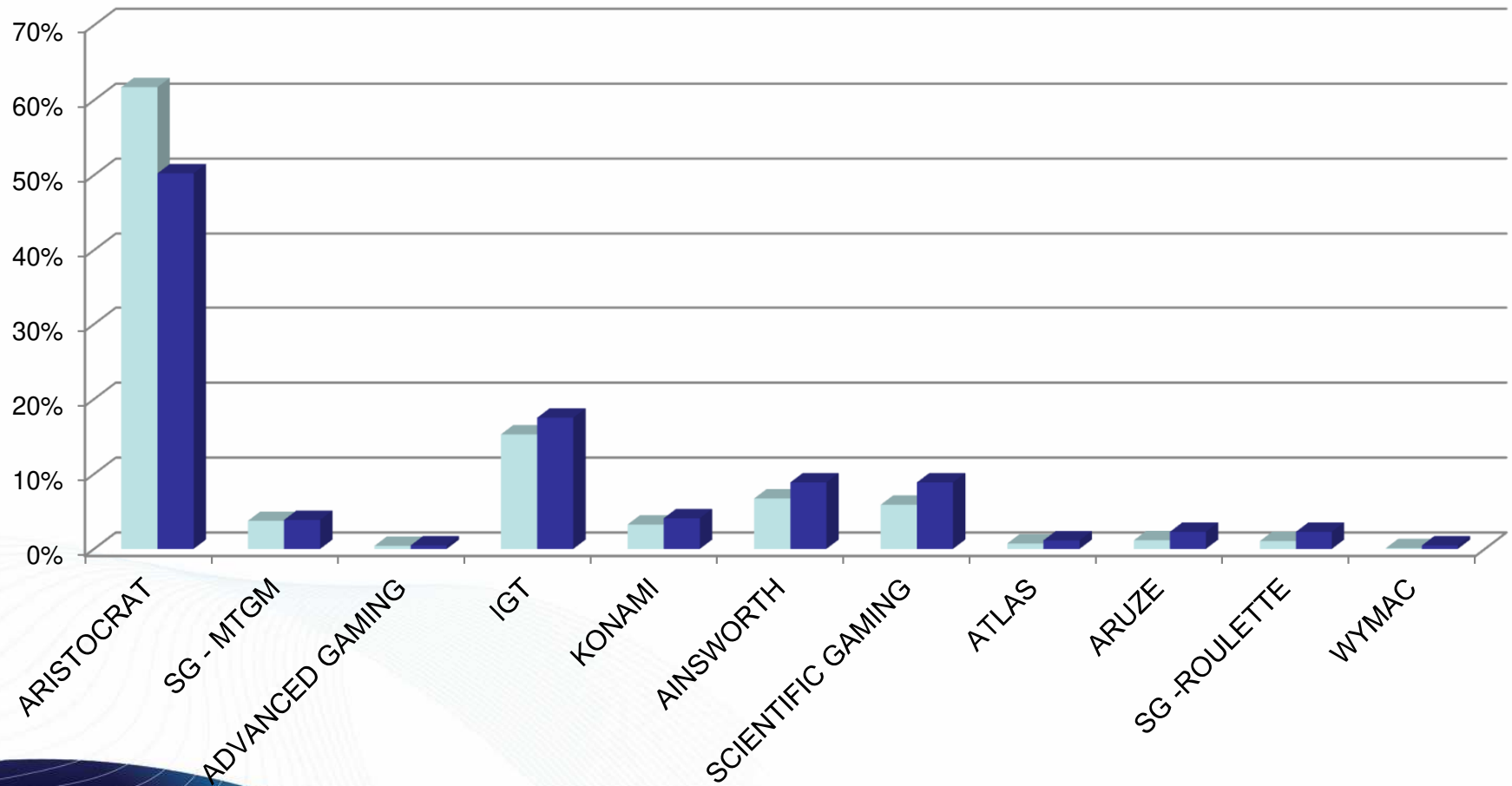
God bless Aristocrat, again...

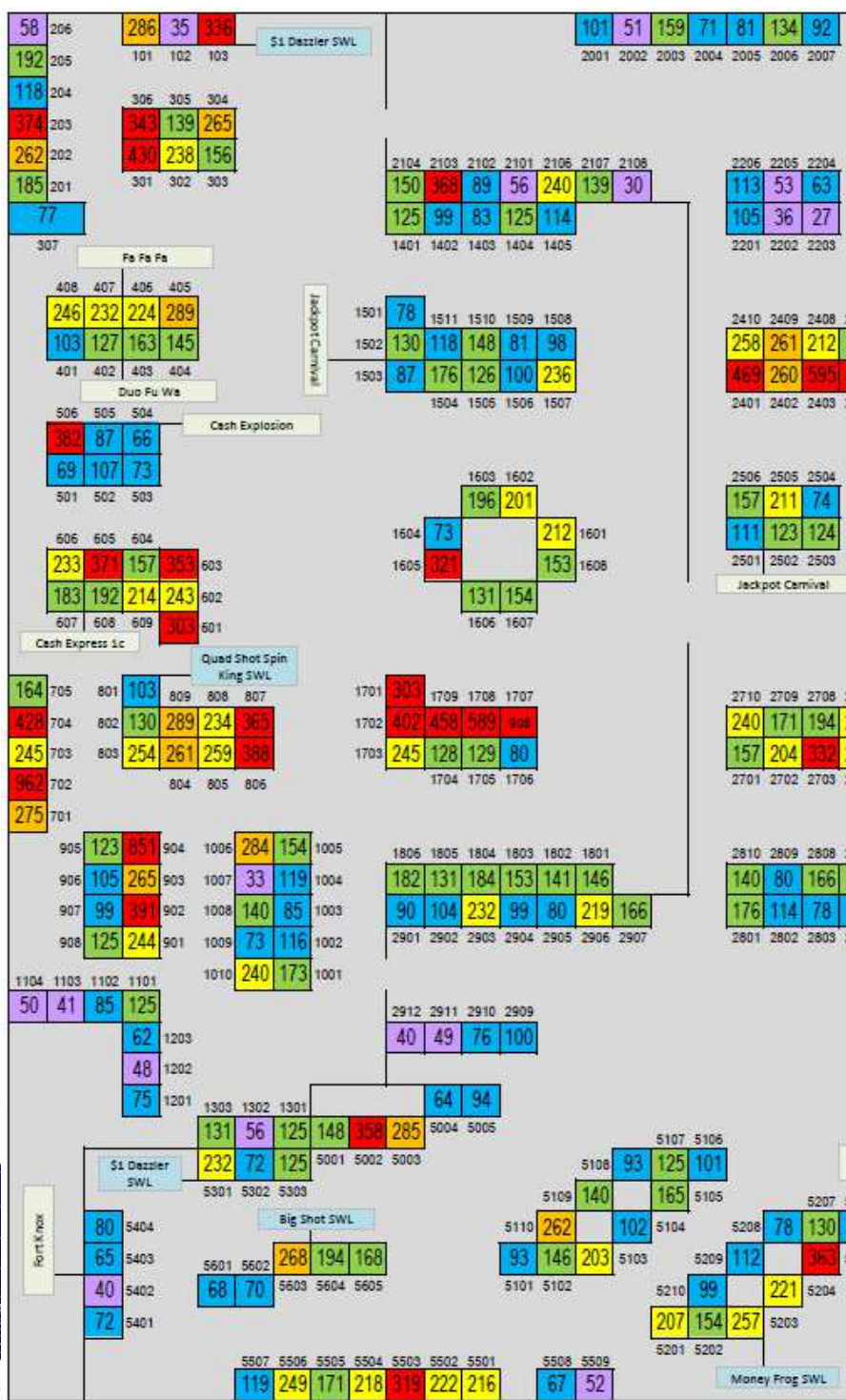


Manufacturer Contribution – November 2021

Exp Net %

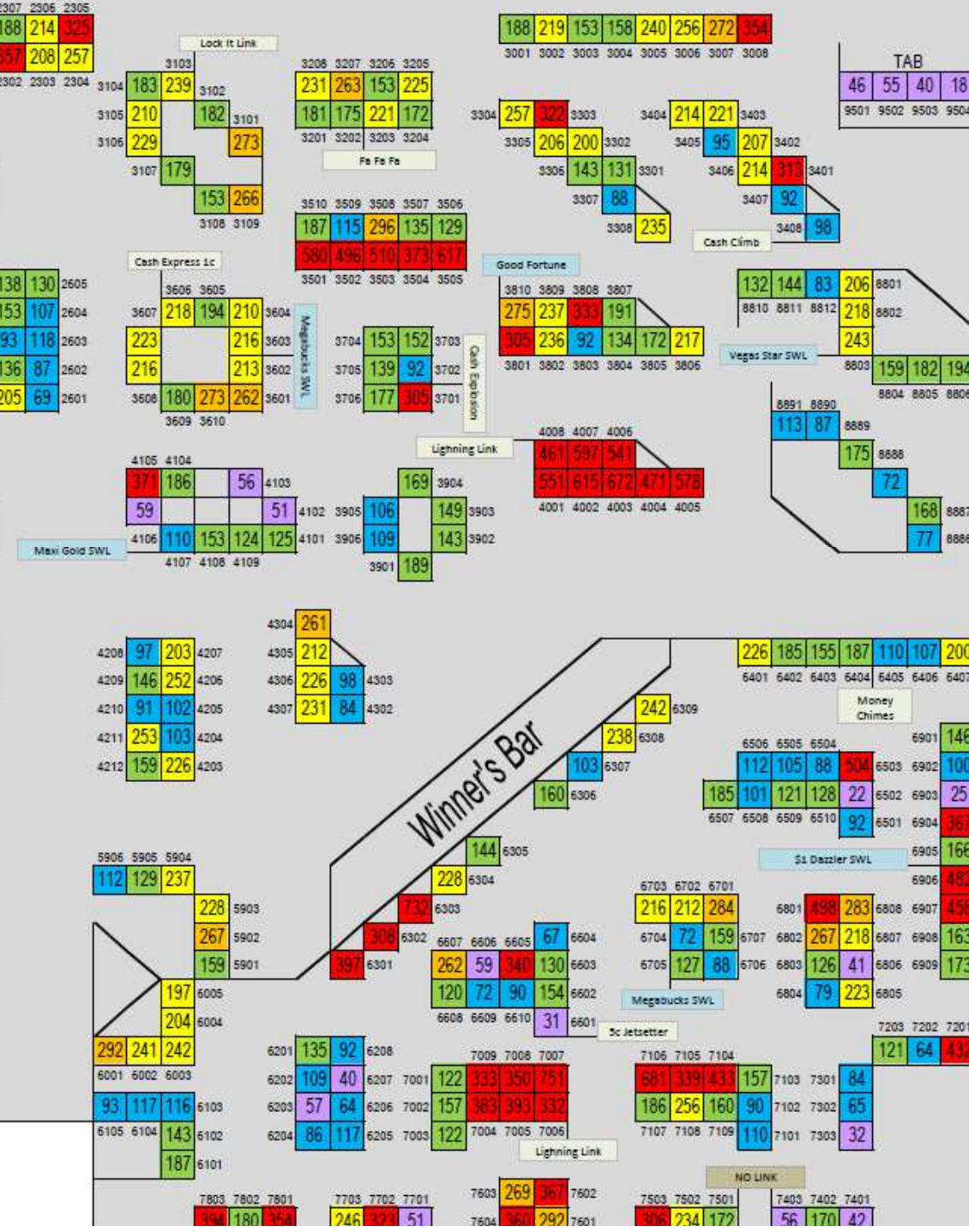
Mach %





Expected Daily Net Report
Western Suburbs League Club
Campbelltown
February 2017

Greater than or Equal to	300	260	196	120	60	0
Number of Machines	77	32	96	146	124	35
% of Installation	15%	6%	19%	29%	24%	7%
% of Revenue	34%	9%	22%	22%	11%	2%



Expected Net Per Day Heatmap

8.06%	213	197	28/05/18				through				24/06/18				Leagues Club Exp Net per Day Average				215
			Inci/Dec	4 Wk Ave	Prev Wk	Rank	Floor	Serial	Manu/Cabinet	Install Date	Name	Der	Exp %	Wk En					
252.03%	805	229	1	1708	XAW9089886	Ali - Helix	22/03/17	MAGIC PEARL - LIGHTNING CASH	Multi	8.78%	785								
203.23%	804	265	2	5205	XAW328306	Ali - Mk5	11/10/05	QUEEN OF THE NILE	0.01	9.10%	584								
73.58%	784	452	3	7801	XAW908930	Ali - Helix	09/08/17	PANDA MAGIC - DRAGON CASH	Multi	8.53%	264								
112.72%	750	353	4	2008	XAWA25859	Ali - Helix+	30/10/17	PANDA MAGIC - DRAGON CASH	Multi	8.78%	688								
76.19%	735	417	5	7007	XAW932054	Ali - Helix	01/06/16	TIKI FIRE - LIGHTNING LINK	Multi	8.60%	839								
93.69%	729	376	6	304	XAW880671	Ali - Vir 22 Inch	03/09/13	PC DIAMOND EDITION V01	Multi	6.46%	597								
82.08%	727	399	7	6404	XAWA28881	Ali - Helix+	15/05/18	HAPPY AND PROSPEROUS - DRAGON LINK	Multi	6.83%	267								
328.42%	672	157	8	5201	XAW328337	Ali - Mk5	07/04/03	QUEEN OF THE NILE	0.01	9.10%	1025								
114.90%	628	292	9	4304	XAW947711	Ali - Helix	06/10/15	HIGH STAKES - LIGHTNING CASH	Multi	8.78%	919								
67.16%	618	370	10	6305	XAW943053	Ali - Helix	12/06/15	HIGH STAKES - LIGHTNING CASH	Multi	8.53%	438								
73.74%	584	336	11	3809	XAWA23575	Ali - Helix+	14/05/18	HAPPY AND PROSPEROUS - DRAGON LINK	Multi	6.72%	882								
40.46%	573	408	12	3404	XGT502320	IGT - Crystal Dual	17/08/17	HYPER HITS LONGSHIP LEGEND	Multi	7.61%	752								
107.43%	571	275	13	201	XAWA21447	Ali - Helix+	09/08/17	AUTUMN MOON - DRAGON CASH	Multi	8.53%	194								
-17.25%	569	688	14	6405	XAWA28674	Ali - Helix+	15/05/18	AUTUMN MOON - DRAGON LINK	Multi	6.83%	1022								
-13.29%	545	628	15	704	XAW930512	Ali - Helix	29/03/16	MOON RACE - LIGHTNING CASH	Multi	8.78%	232								
25.50%	532	424	16	6402	XAWA28677	Ali - Helix+	15/05/18	GOLDEN CENTURY - DRAGON LINK	Multi	6.83%	344								
-6.83%	523	561	17	1710	XAW940144	Ali - Helix	13/04/16	TIKI FIRE - LIGHTNING CASH	Multi	8.78%	873								
115.16%	512	238	18	2401	XAW908927	Ali - Helix	12/10/16	BENGAL TREASURES - LIGHTNING CASH	Multi	8.78%	551								
56.54%	511	327	19	6407	XAWA28885	Ali - Helix+	15/05/18	PANDA MAGIC - DRAGON LINK	Multi	6.83%	830								
192.87%	510	174	20	2007	XAWA25856	Ali - Helix+	30/10/17	AUTUMN MOON - DRAGON CASH	Multi	8.78%	583								
150.24%	506	202	21	6001	XSG306265	MTGM - Multi Game	09/12/15	VEGAS STAR MULTI GAME W B J	MTGM	2.30%	657								
75.48%	501	286	22	6805	XGT667108	IGT - Neo N	24/09/15	MS CHAMPION SERIES GOLD	Multi	6.65%	919								
91.33%	501	262	23	6301	XAW947709	Ali - Helix	29/03/16	MOON RACE - LIGHTNING CASH	Multi	8.53%	114								
26.01%	480	381	24	6401	XAWA28673	Ali - Helix+	15/05/18	AUTUMN MOON - DRAGON LINK	Multi	6.83%	354								
57.62%	473	300	25	7104	XAW890497	Ali - Vir 22 Inch	27/11/13	PC DIAMOND EDITION V03	Multi	8.18%	409								
64.51%	472	287	26	6304	XAW908931	Ali - Helix	12/10/16	WILD CHUCO - LIGHTNING CASH	Multi	8.53%	946								
7.74%	470	436	27	1705	XAW941047	Ali - Helix	09/08/17	PANDA MAGIC - DRAGON CASH	Multi	8.78%	603								
-30.74%	464	671	28	1501	XAWA21450	Ali - Helix+	09/08/17	HAPPY AND PROSPEROUS - DRAGON CA	Multi	8.78%	357								
142.90%	463	191	29	8806	XSG305422	MTGM - Multi Game	28/01/15	VEGAS STAR MULTI GAME - SWL	MTGM	2.50%	724								
40.25%	463	330	30	2707	XAW932051	Ali - Helix	09/08/16	WILD CHUCO - LIGHTNING LINK	Multi	8.60%	163								
110.86%	459	218	31	7006	XAW943054	Ali - Helix	11/07/17	HIGH STAKES - LIGHTNING LINK	Multi	8.60%	515								
-0.94%	458	463	32	2002	XAW908982	Ali - Helix	06/12/17	BENGAL TREASURES - LIGHTNING CASH	Multi	8.78%	717								
142.51%	458	189	33	6002	XSG306266	MTGM - Multi Game	09/12/15	VEGAS STAR MULTI GAME W B J	MTGM	2.30%	610								
130.49%	450	195	34	6003	XSG306267	MTGM - Multi Game	09/12/15	VEGAS STAR MULTI GAME W B J	MTGM	2.30%	720								
27.93%	446	349	35	1704	XAW943055	Ali - Helix	09/08/17	GOLDEN CENTURY - DRAGON CASH	Multi	8.78%	395								
32.19%	445	336	36	4005	XAWA23568	Ali - Helix+	14/05/18	GOLDEN CENTURY - DRAGON LINK	Multi	6.72%	431								
74.10%	444	255	37	8805	XSG305421	MTGM - Multi Game	28/01/15	VEGAS STAR MULTI GAME - SWL	MTGM	2.50%	614								
49.57%	440	294	38	4007	XAWA23572	Ali - Helix+	14/05/18	HAPPY AND PROSPEROUS - DRAGON LINK	Multi	6.72%	307								
199.03%	431	144	39	5203	XAW328339	Ali - Mk5	07/04/03	QUEEN OF THE NILE	0.01	9.10%	767								
33.67%	431	322	40	4008	XAWA23574	Ali - Helix+	14/05/18	AUTUMN MOON - DRAGON LINK	Multi	6.72%	781								
134.26%	429	183	41	5404	XAWA28682	Ali - Helix+	15/05/18	PANDA MAGIC - DRAGON LINK	Multi	6.83%	384								

The Hard Part – People

We are in the hospitality business. So be hospitable!

Invest time in managing relations with key stakeholders around your venues, use their favourite word, feed the beast ceaselessly. Don't be the two mouthed, one eared Club Manager - learn from the fabled masters;

- ✦ Raff and the Sports Bar Bleeder
- ✦ McAleer's Bilby's and Silence is approval
- ✦ Ballesty & Levett – Red flag of probies
- ✦ Chase the 1%'ers via information & peers - SOCG
(judiciously read Bill Friedman, Simon Sinek, Daniel Kahnemann, James Kerr...)



The Hard Part – People

Less resilient staff, low unemployment and flexible workplace expectations make for a very tough HR / IR Climate, thus impact on Gaming & Hospitality Service provision.

If they don't bark as puppies...
They will not bark as dogs!

When interviewing and employing prospective staff, it's not always easy to pick the good ones so use probation periods mercilessly...



When you have twins, it's not always easy to figure out which one is the evil one, but sometimes ...



Unique Features v Common Sense

- Feng Shui vs Common Sense
 - Master plan –? Identify prime real estate
 - ATMs in foyer, audio, discretion, scenting
 - Footprints in the snow – Wynn the traffic flow
 - Give them what they want – millennials?
- No al fresco? Control the controllables and *'Make hay while the sun shines!'*
- Understand your market & product
 - Teach staff to have tough discussions
 - Explain cognitive dissonance & RTP reality
- Preparing for Digital Wallet & Cashless economy



Time, Space & Money

- ❖ Management Focus and the inequity of how we allocate
Time Vs Space Vs Money
- ❖ Gaming is fundamental to the financial feasibility of the business
– aggressively pursue the sum of cumulative gains 1% more is a lot
of schooners – so, *“nothing is not your job”*
- ❖ Spend time with staff and supervisors on the gaming floor
- ❖ Stay informed & in touch with each other
- ❖ Speak with players and hear their concerns, criticisms, praise and
feedback – engage them, be *“complimentary”*
- ❖ Everything else is marketing...

Including F&B, Craig’s washer/dryer, every new car...



Marketing and Promotions

- ✦ Gaming-specific promotions aside, it is essential that all club-wide promotions return a yield if not directly; from the gaming dept
- ✦ Get or make gaming savvy Marketing & HR Mgrs
- ✦ Typically measured by looking at pre- and post-promotion turnover and machine occupancy levels to ensure that a breakeven point has been achieved
- ✦ Reduced scatter gun marketing/promo spend
- ✦ New Product Launches & Player Education Campaigns, Club-wide promos inc. gaming
- ✦ Members & Major Draws -> Use accelerated earns

In NSW, the capacity to break the shackles of S.10.1(i) of the Registered Clubs Act and drive targeted returns to deserving recipients is the crux of VIP in Sydney clubs...



HOW DO I QUALIFY?

Over a rolling 12 month period, members need to accumulate the following:

MEMBERSHIP LEVEL	POINTS NEEDED
DIAMOND+	200,000 POINTS
DIAMOND	100,000 POINTS
PLATINUM	40,000 POINTS
GOLD	15,000 POINTS
SILVER	5,000 POINTS
BRONZE	1,500 POINTS

WHAT YOU NEED TO KNOW

- Tier eligibility is reviewed on the 20th of every month (or next business day)
- Tier relegation is reviewed on the 20th of every April and October (or next business day)
- Assessment shall be made on points earned (excluding points awarded by promotions and weekly bonus points via Wests Members Rewards Program)
- Those eligible automatically receive all the benefits unless the member "Opts Out"
- Rewards are limited to the member and one guest (guest must be on premises)
- One Wests Members Rewards point is equal to one cent (1c)
- Displayed discounts are in addition to standard membership discounts
- Player activity statements and full Terms and Conditions of the Wests Members Rewards Program are available on request
- Think! About your choices. Call Gambling Help 1800 858 858

Quantum Rewards

BENEFITS FOR MEMBERS OF WESTS GROUP MACARTHUR

There has never been a better time to become a member of Wests Group Macarthur with so many fantastic venues, events and benefits.

WHAT IS IT?

A card based loyalty program, rewarding members based on their use at any of Wests Group Macarthur's venues. Points are allocated for all bar and catering transactions, as well as gaming machines.

WHAT ARE THE REWARDS?

	DIAMOND+	DIAMOND	PLATINUM	GOLD	SILVER	BRONZE
Food Discount	80%	60%	40%	20%	10%	
Beverage Discount	50%	50%	40%	20%	10%	
Bonus Points (Based on points earned previous week, issued every Monday)	80%	60%	40%	20%	10%	
Function Discount (Inc Free Room Hire)	25%	20%	15%	10%	Room Hire	
Sunday Breakfast	Q	Q	Q	Q	40%	20%
Additional Members Promotions	Q	Q	Q	Q	Q	Q
Complimentary late night food	Q	Q	Q	Q	Q	Q
Monthly Draw	Q	Q	Q	Q	Q	Q
Occasional Showroom Tickets	Q	Q	Q	Q	Q	Q
Exclusive Card	Q	Q	Q	Q	Q	Q
No point expiry	Q	Q	Q	Q	Q	Q
Christmas Party	Q	Q	Q	Q	Q	Q
Complimentary Tennis Hire for 4ppt*	Q	Q	Q	Q	Q	Q
Complimentary Golf for 4ppt*	Q	Q	Q	Q	Q	Q
VIP Carpark Access	Q	Q	Q	Q	Q	Q
Complimentary Food*	Q	Q	Q	Q	Q	Q
Football Tickets*	Q	Q	Q	Q	Q	Q
Special Event Tickets*	Q	Q	Q	Q	Q	Q
Preferential Services	Q	Q	Q	Q	Q	Q

ADDITIONAL REWARDS (Wests Tennis Club and Lakeside Golf Club Camden)

	DIAMOND+	DIAMOND	PLATINUM	GOLD	SILVER	BRONZE
Food Discount	80%	80%	60%	40%	30%	10%
Beverage Discount	50%	50%	40%	30%	20%	10%
Discount off Chinese Restaurant Meals	50%	50%	30%	20%	10%	

* Some restrictions apply

PLEASE SEE OUR FRIENDLY STAFF FOR DETAILS



Members Rewards Program



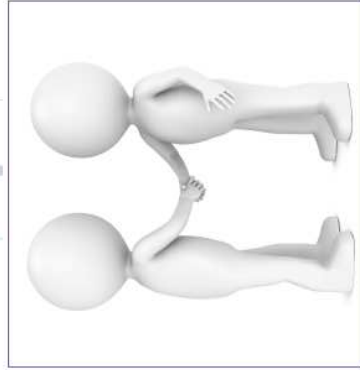
- ✦ No longer a competitive advantage, but...
- ✦ Single greatest driver of membership and revenue growth over the last decade
- ✦ Commercial – emulating casinos, hotels
- ✦ Origins in indiscriminate pickle distribution
- ✦ Staff selection, pruning & education is vital
- ✦ Emphasizing “complimentary” not “free”
- ✦ Concept easy – implementation is fraught with pitfalls in consistently delivering promise
- ✦ Be honest with dissenters – “VIP’s money built this place and subsidize your beer!”
- ✦ The VIP Promise... carparks and kudos...

Members Rewards Program



- ✦ The agricultural start it yesterday philosophy
- ✦ Start by conceding, “we’re not that smart!”
- ✦ Aggressively acquire gaming assets
- ✦ Importance of Parking for discretion & kudos
- ✦ The Casual Meritocracy
- ✦ Aggressive use of probationary period to counter entitlement and lack of resilience
- ✦ Pursue the frictionless transaction – remove roadblocks and impediments to loyalty
- ✦ Utilize Values to empower staff and management

West's Values



RESPECT



**CUSTOMER
FOCUSED**



INTEGRITY



PROGRESSIVE



TEAMWORK



Members Rewards Program



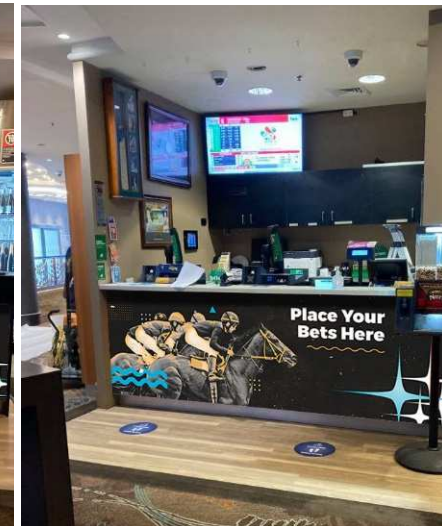
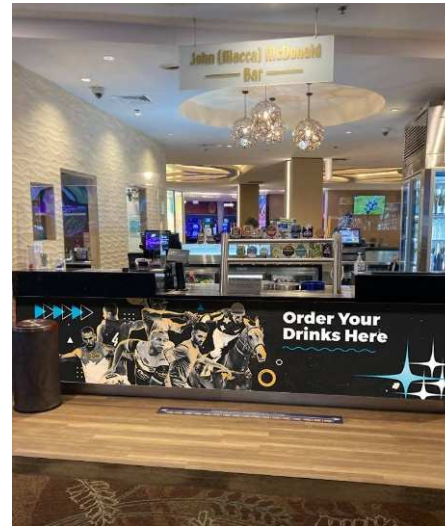
- ✦ Zebras attract zebras – consider the impact of communal thinking on your staff, management and players
- ✦ Importance of the fine print in your T's & C's and LTPS's. Enact the Superman clause judiciously
- ✦ Brace yourself - a strong program will mobilise and unite a group of your “biggest losers”
- ✦ Try to comprehend ***cognitive dissonance*** in gaming players' inconsistent thoughts and beliefs contradicted by their own actions
- ✦ Market engagement and philanthropy
- ✦ Ensure advocates know the difference between pubs & clubs



WESTS LEAGUE SPORTS
COMMUNITY WALL



WESTS LEAGUE TAB &
SPORTS BAR WALL





**WESTS LEAGUE CLUB
COMMUNITY NEWS WALL**



COUNTRY CLUB COMMUNITY WALL



WESTS LEAGUE CLUB SPORTS WALL

Running clubs in a post-COVID-19 world...



HOW THE MARKET HAS SHIFTED

- Learn from other jurisdictions
- Have you recalibrated your business to meet change?
 - Layout, scenting, space, sanitising
 - Invisible tasks - suddenly, cleaners are cool!
 - Staff
 - AEMP Spend
- Regulatory appetite - Digital Wallet
- Barriers to Entry diluted
- Younger, hungrier, time-poor client base has emerged
- Staff and Community engagement prioritised
- Excruciating labour market
 - Capacity to attract and retain talent is challenged
 - Capacity to earn is enhanced

EVERYONE MAKES MONEY IN A BOOM,

BUT A GOOD CRISIS POLARISES...

Leadership and Culture; unproven tenets of...

- Have a personal impact on values and culture via recruitment and retention.
- Imbed expectation. Use probation judiciously
- Ask yourself - if this was my money, would I do it?
- Be grateful and gracious – acknowledge excellence, whether in sporadic displays by suppliers, staff or any other minor victory that deserves celebrating
- Be a good, loyal lieutenant – including butting heads and fighting the good fight when necessary
- Get a good, loyal lieutenant – find like-minded people and be patient with delegation; *“follow the spearhead”*
- Definition of teamwork is...

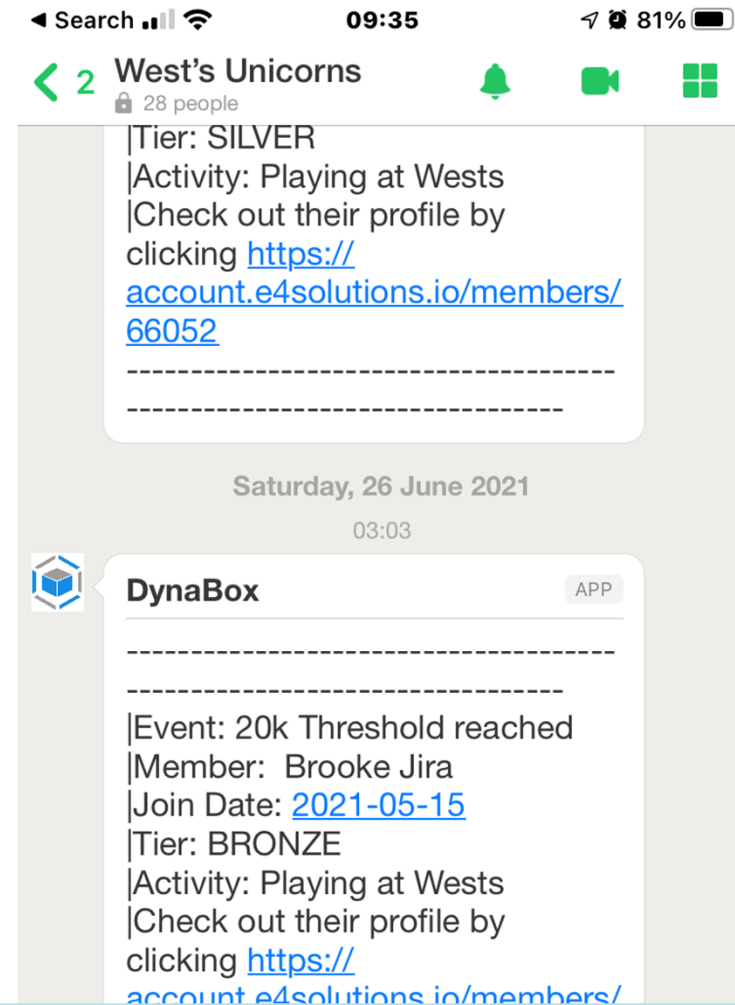
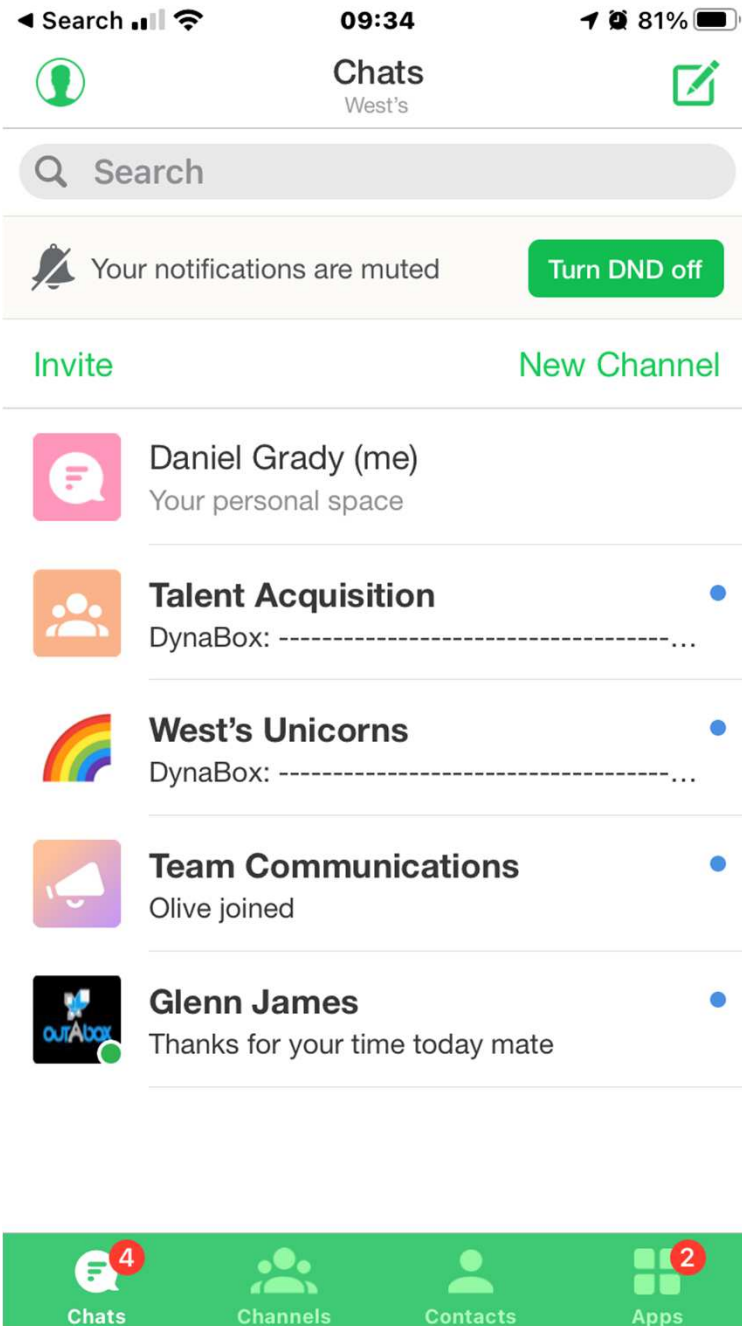


Planting the post-COVID seeds...



- ❖ Duty of Care in COVID-19 world
- ❖ Loyalty Programs vs Rewards Programs
- ❖ The RTP% complaint – “Russia in a box”
- ❖ 18 to 38yo don't go to clubs – relevance?
- ❖ Know your market and engage!
- ❖ Fit-out – emulate hotels Post-COVID
 - Facilitate social distance - wider and shallower
- ❖ Innovate
 - No need to reinvent – build on knowledge and XP
 - Other jurisdictions - Service, space, finite capacity
 - Dynamic Player Recognition
 - Get them Flocking to you

Dynamic BI - Get FLOCKED with OutAbox (or Cherry Hub)



Glenn@outabox.com.au

0498 045 313

or Frank & Mandy @ Cherry Hub

Leadership and Culture; unproven tenets of...

- Have a personal impact on Recruitment and Retention
- Don't over-complicate – we're not that smart
- Ask yourself - if this was my money, would I do it?
- Butt heads and fight the good fight when appropriate
- Be a good lieutenant; get a good lieutenant;
- row together
- Be Grateful and Gracious – acknowledge excellence, whether in sporadic displays by suppliers, staff or any other minor victory that deserves celebrating
- Be adaptable and opportunistic (if regs change...)

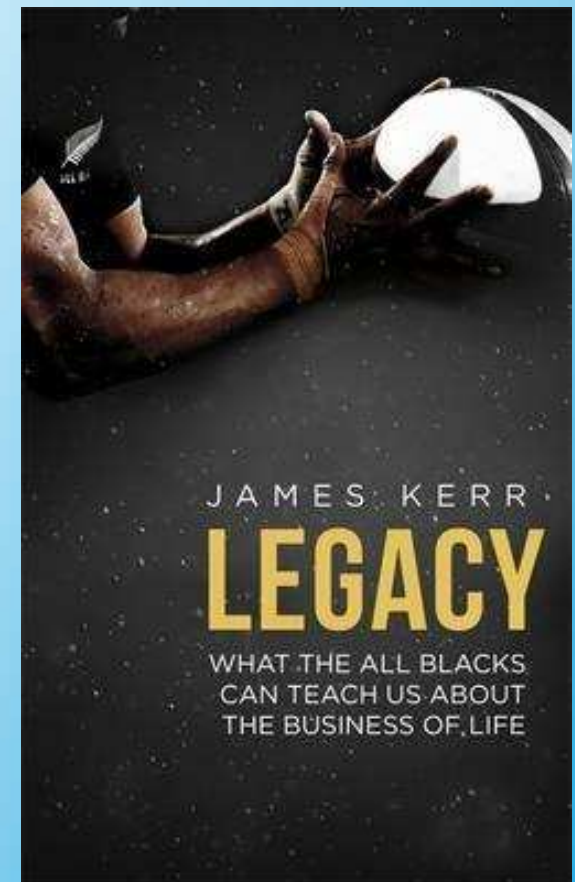


Leadership and Culture; unproven tenets of...

Building a Legacy

- Do more - *“Champions do extra”*
- The power of humility as a foundation
- *“Sweep the sheds”*
- No dickheads policy - who’s got the time?
- Be a good ancestor by espousing the *“legacy”* of actions and the planting of seeds which you may never see grow
- Authenticity - everything becomes easier when people become the key to good judgement;
- How do you put the best team on the park?

*“Better people make better All Blacks
[and everything else...]” – James Kerr*



Questions?

Any questions, queries,
philosophical objections or
employment applications
available from;

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