



Leadership: Working at the Heart of the Team 2049

Steve Superville
Creative Director
Big Huge Games

Grant Shonkwiler
Commander & Shonk
Shonkventures

Brian Sharp
Engineering Manager
Oculus

Kim Swift
Design Director
EA

GAME DEVELOPERS CONFERENCE

MARCH 18–22, 2019 | #GDC19

Agenda

- Intro
- Shouting
- Grant
- Steve
- Kim
- Brian

Shout it out





Intentional Leadership vs Accidental Leadership

Grant Shonkwiler
Commander & Shonk
Shonkventures

GAME DEVELOPERS CONFERENCE

MARCH 18–22, 2019 | #GDC19

Accidental/Unintentional(What is it?)

- A title
- Fake power
- Personal fear
- Team fear
- Lonely
- Reactive
- Goofus

Intentional Leadership (What is it?)

- Proactive
- Focuses on your people and their growth
- Strengthens and grows a servant leader
- Self aware
- Gallant

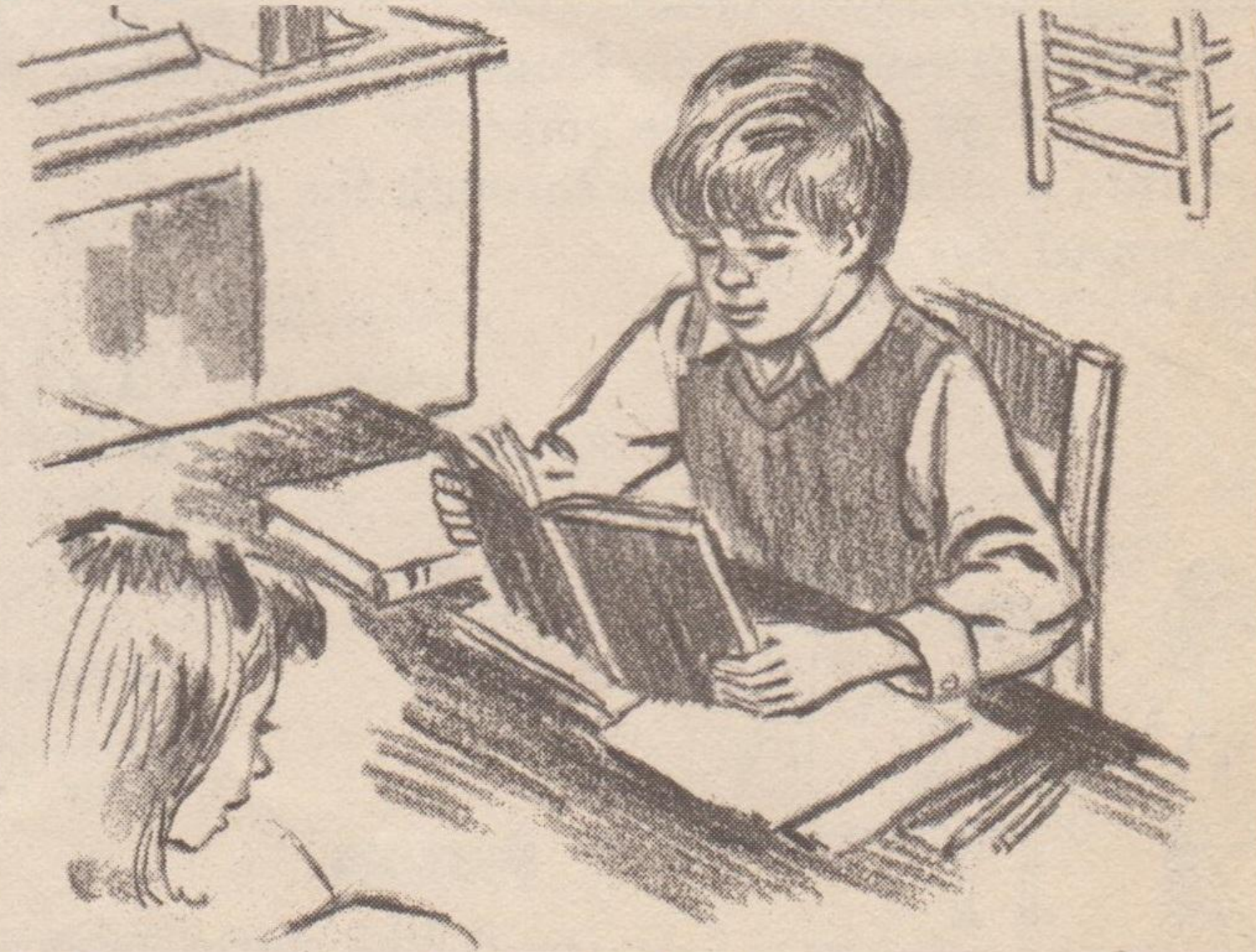
“Intentional Leadership is essential to creating a good environment for your team’s success. When you are unintentional in your words and actions, you are likely to get unintentional consequences.” - Judy Nelson

Proactive not Reactive

Goofus and Gallant



Goofus is freaking out because of a new problem



Gallant proactively fixed it before it was a problem

Communicate the Mission/Vision

Goofus and Gallant



Goofus is freaking out because Carl doesn't know the mission



Gallant is making sure everyone on the team knows the mission

They work with you, not for you

Goofus and Gallant



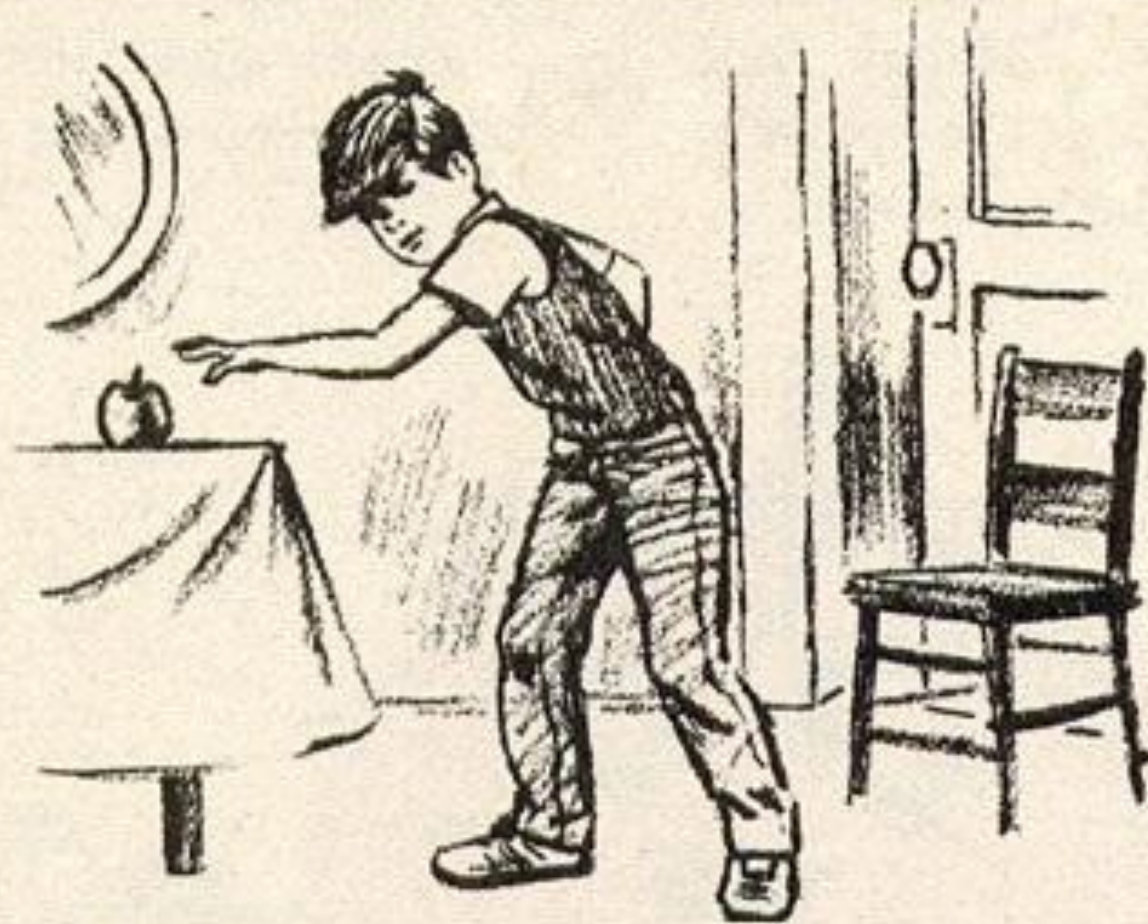
Goofus is demanding of his coworkers and treats them like servants



Gallant knows working with the team is best for everyone

Give Constructive and Useful Feedback

Goofus and Gallant

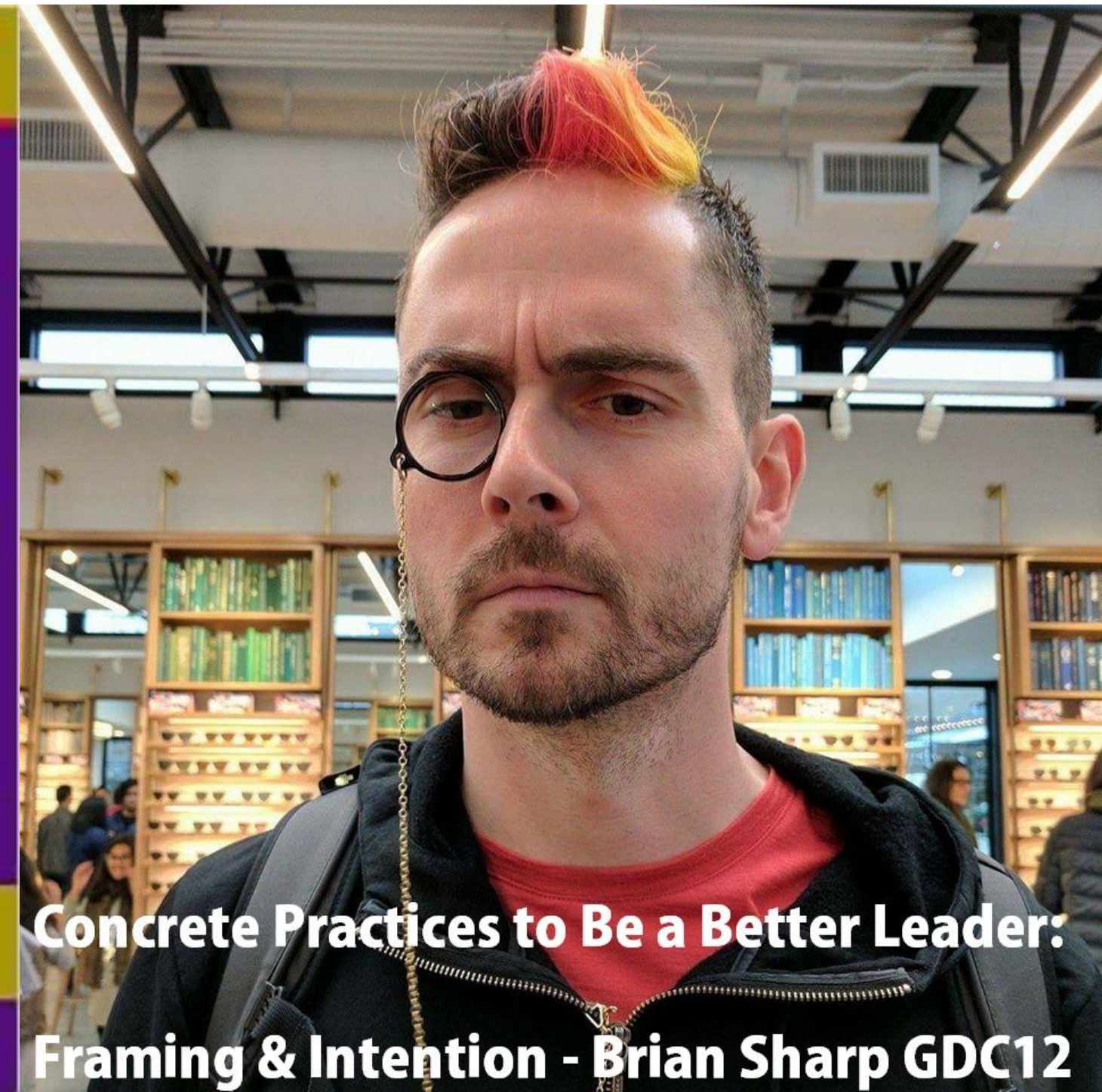
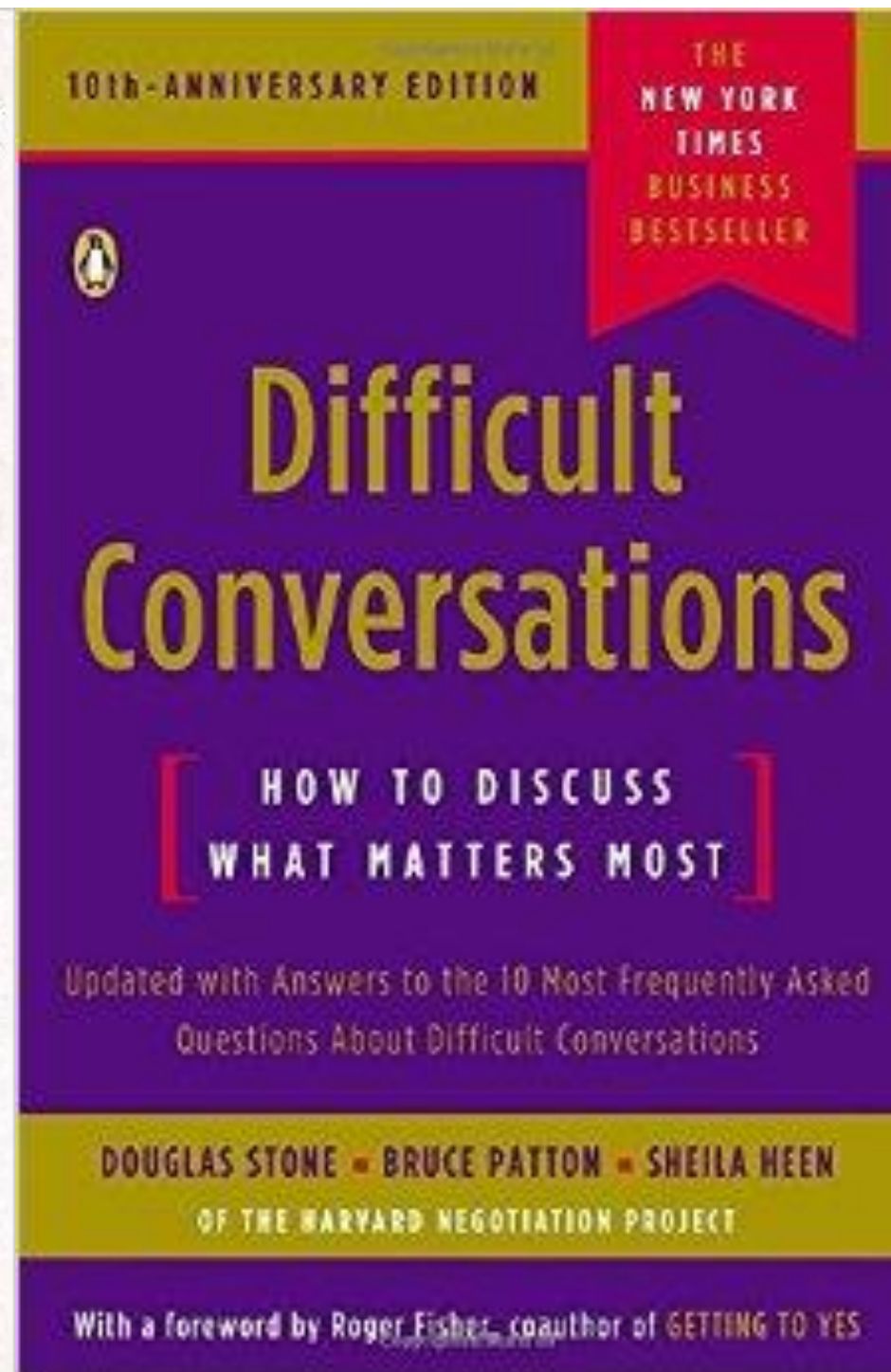
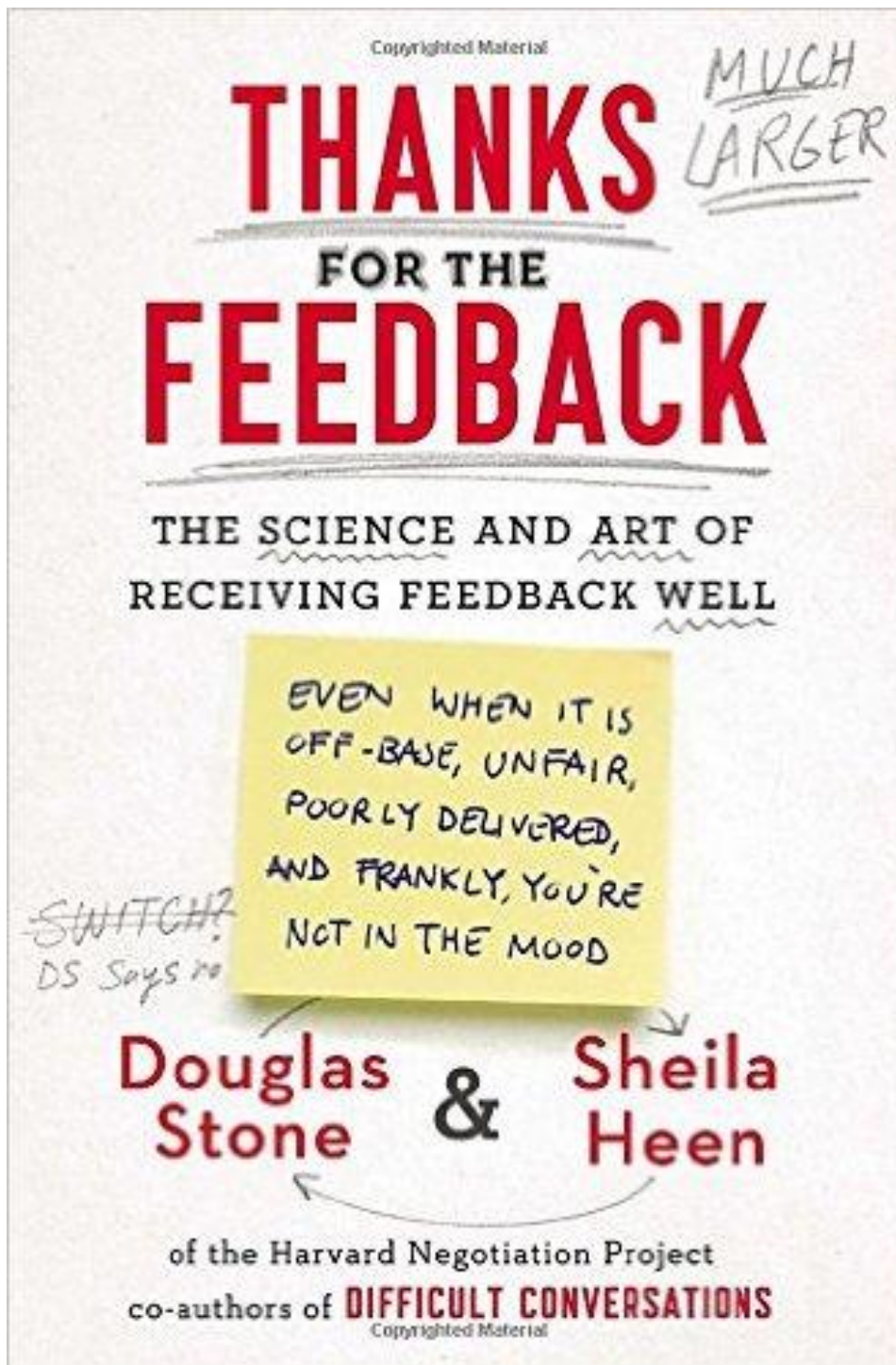


Goofus is frustrated that people on his team won't improve

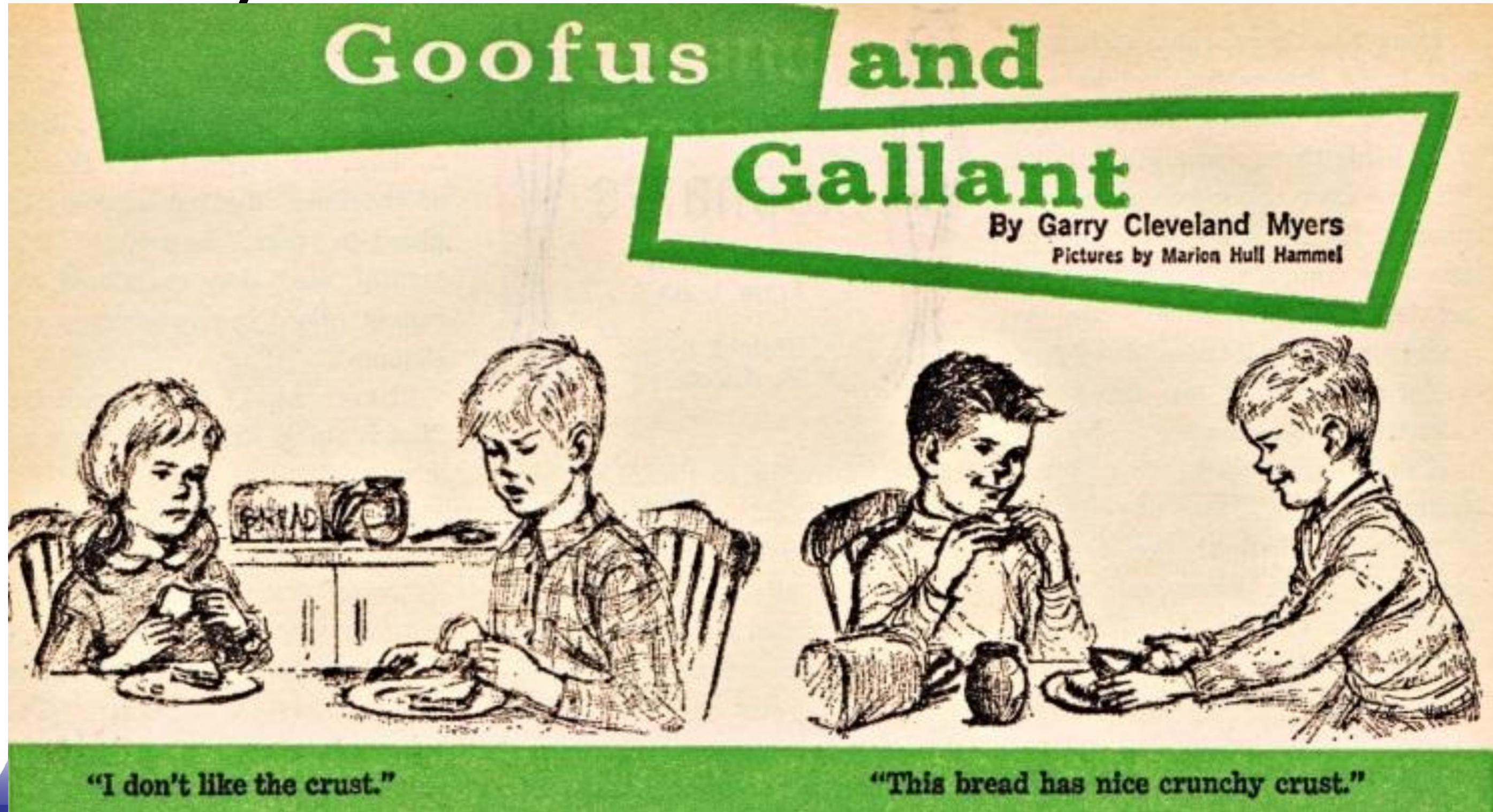


Gallant takes time to give feedback and reward good work.

Give Constructive and Useful Feedback



Stretch your comfort zone



Own your mistakes

Goofus and Gallant®



Goofus gets caught in a mistake and flees



Gallant owns up to the mistake quickly

Be aware of your impact



Goofus and his playmate are noisy while Mother is taking a nap.



"Mother is taking a nap. We must play quietly."

Focus on what matters most



Goofus is focused on all the little things,
and doesn't delegate



Gallant focuses on what is important
and delegates other work

Fin

“Leadership doesn’t just happen with a snap of your fingers. It happens every day when you take intentional steps that push you and your team to the next level. Know where you want to take your business, keep going in that direction no matter what, and take your team along with you. That’s intentional leadership.” - Chris Hogan

How Hast Thou Screw'd Up?

*Let Me Count
the Ways*



Three Types of People

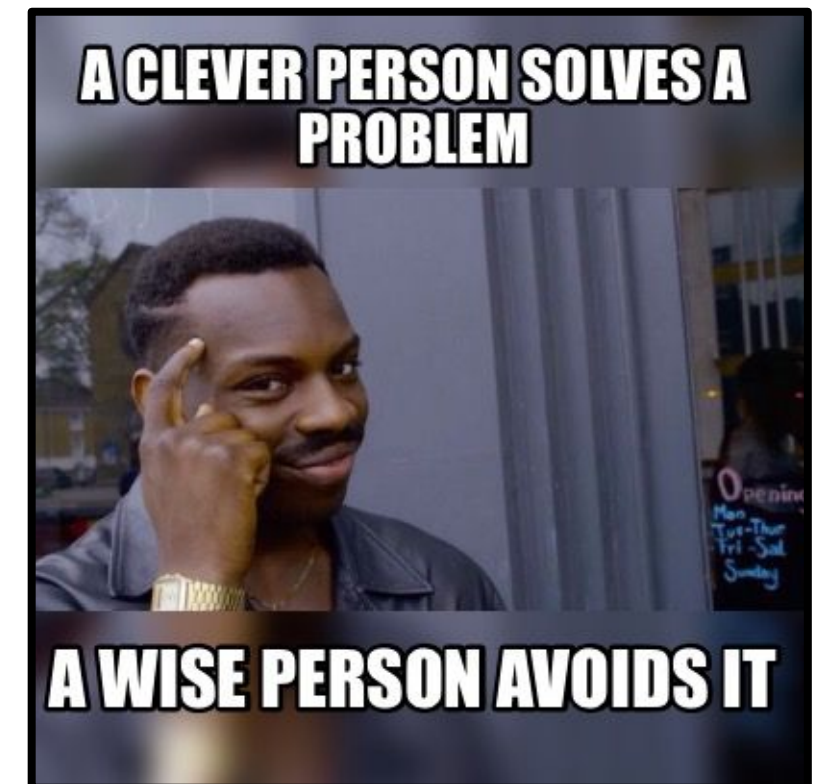
Fools



Smarts



Wise



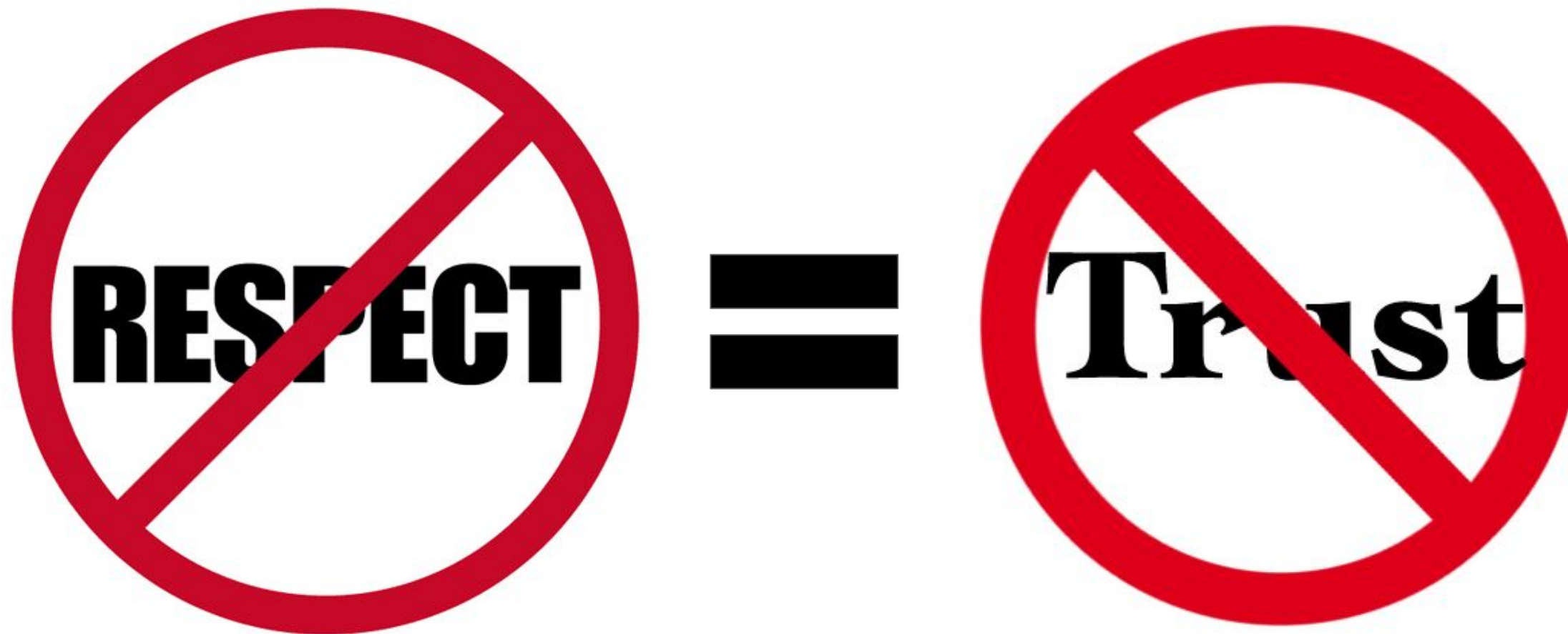
Unlearn

“Respect Is Earned - Not Given”



Trust is EARNED

Respect is GRANTED



Grant Respect

Know Values
&
Value Words



Let Go

Stop trying to have all the answers!



=



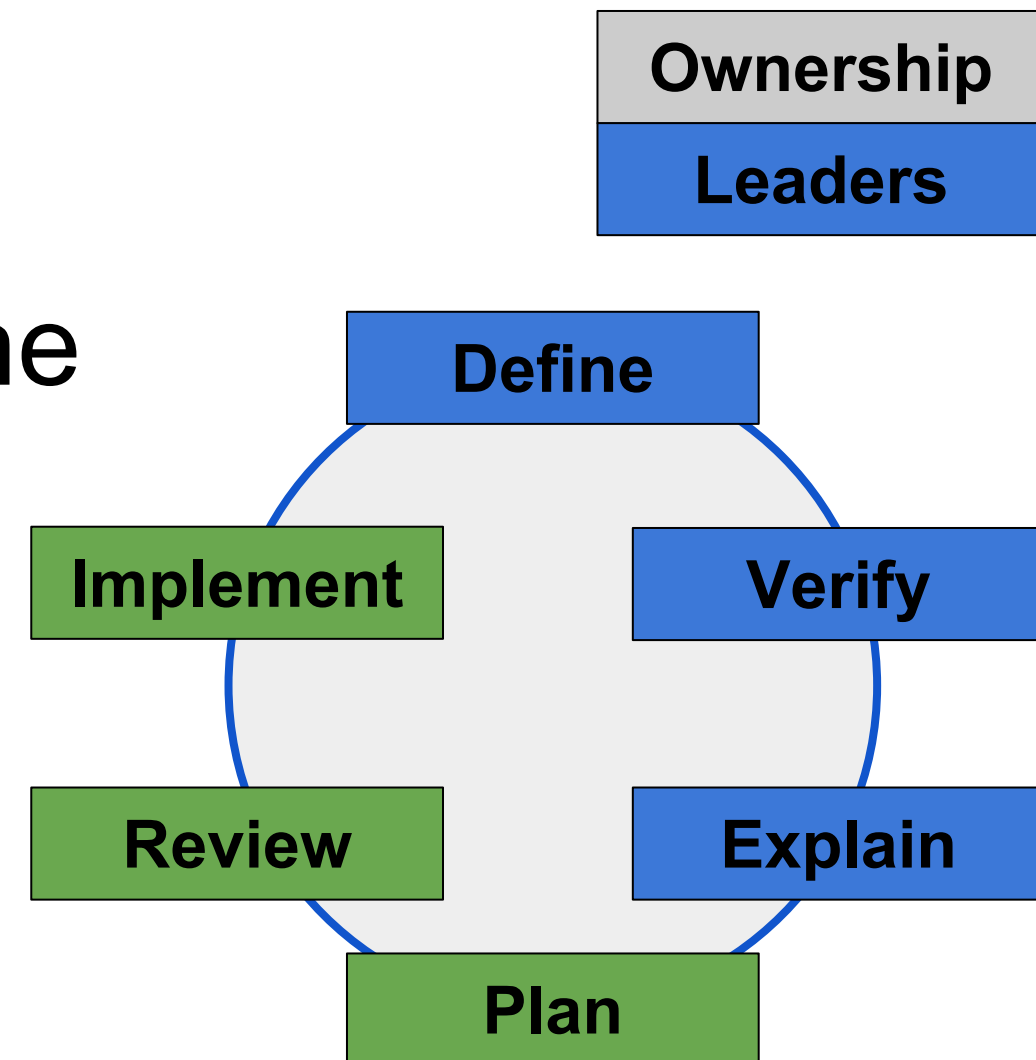
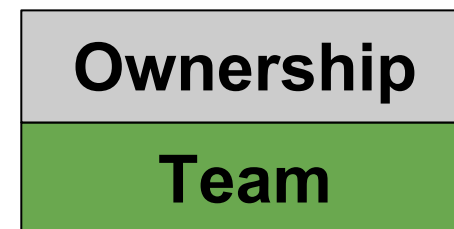
As a leader for your group,
you only need answers TWO answers:

1. What does success look like?
2. What is the current top priority?

As a leader for your group,
you only need answers TWO answers:

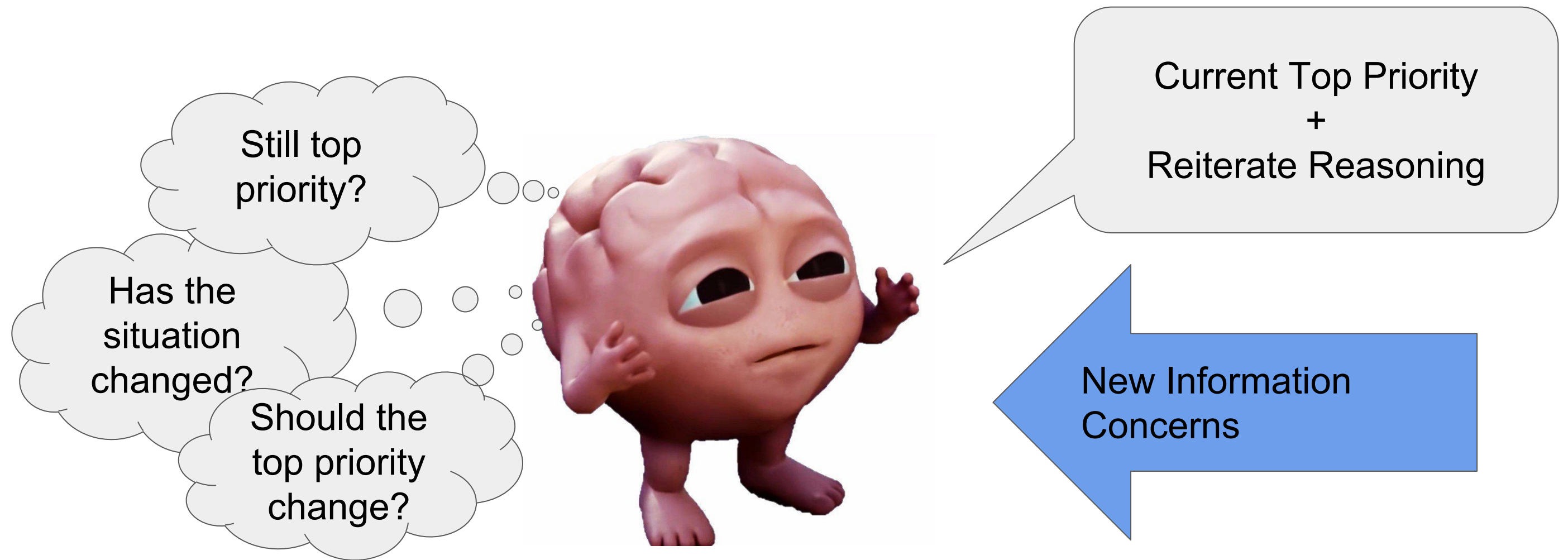
1. What does success look like?

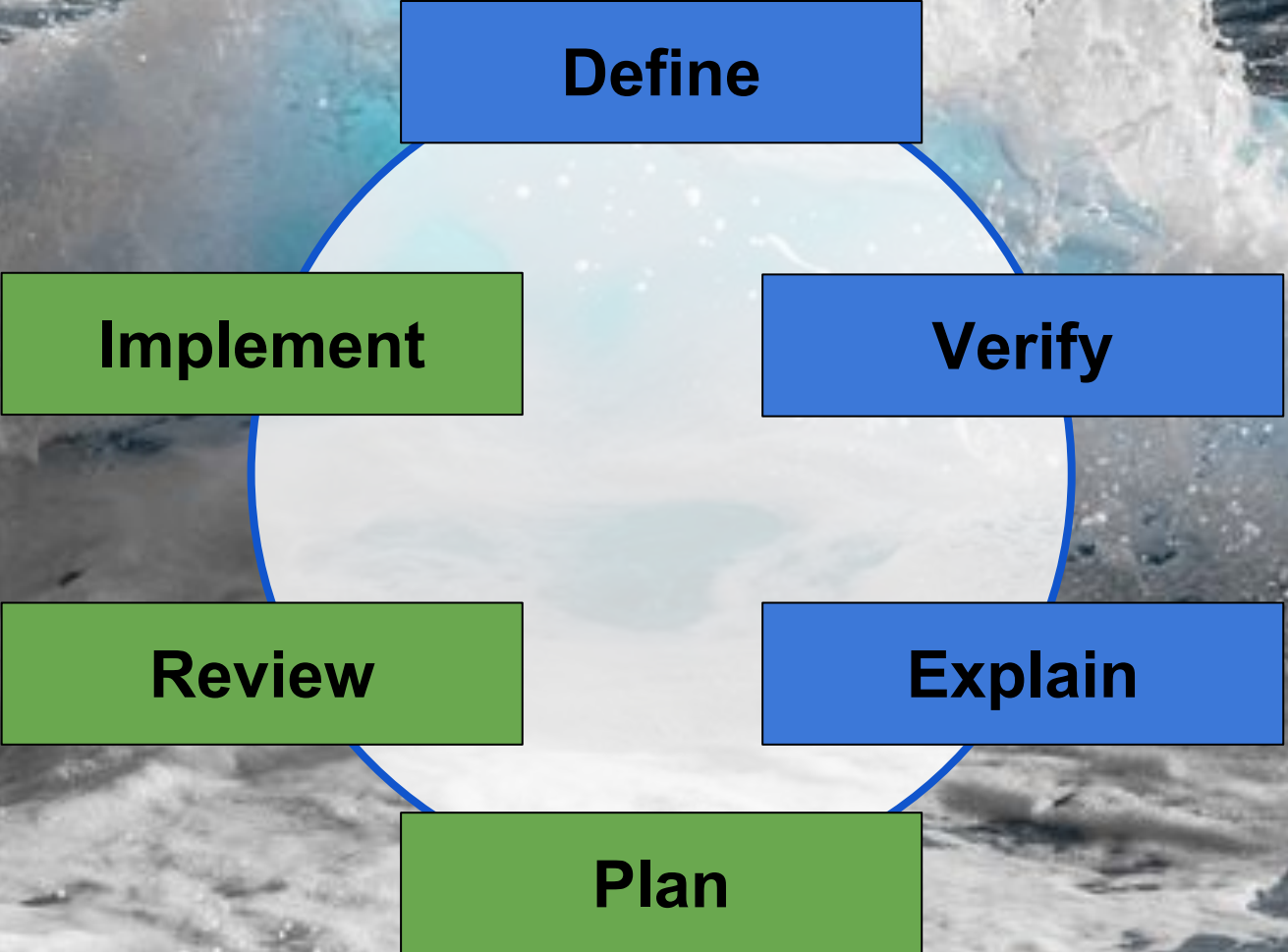
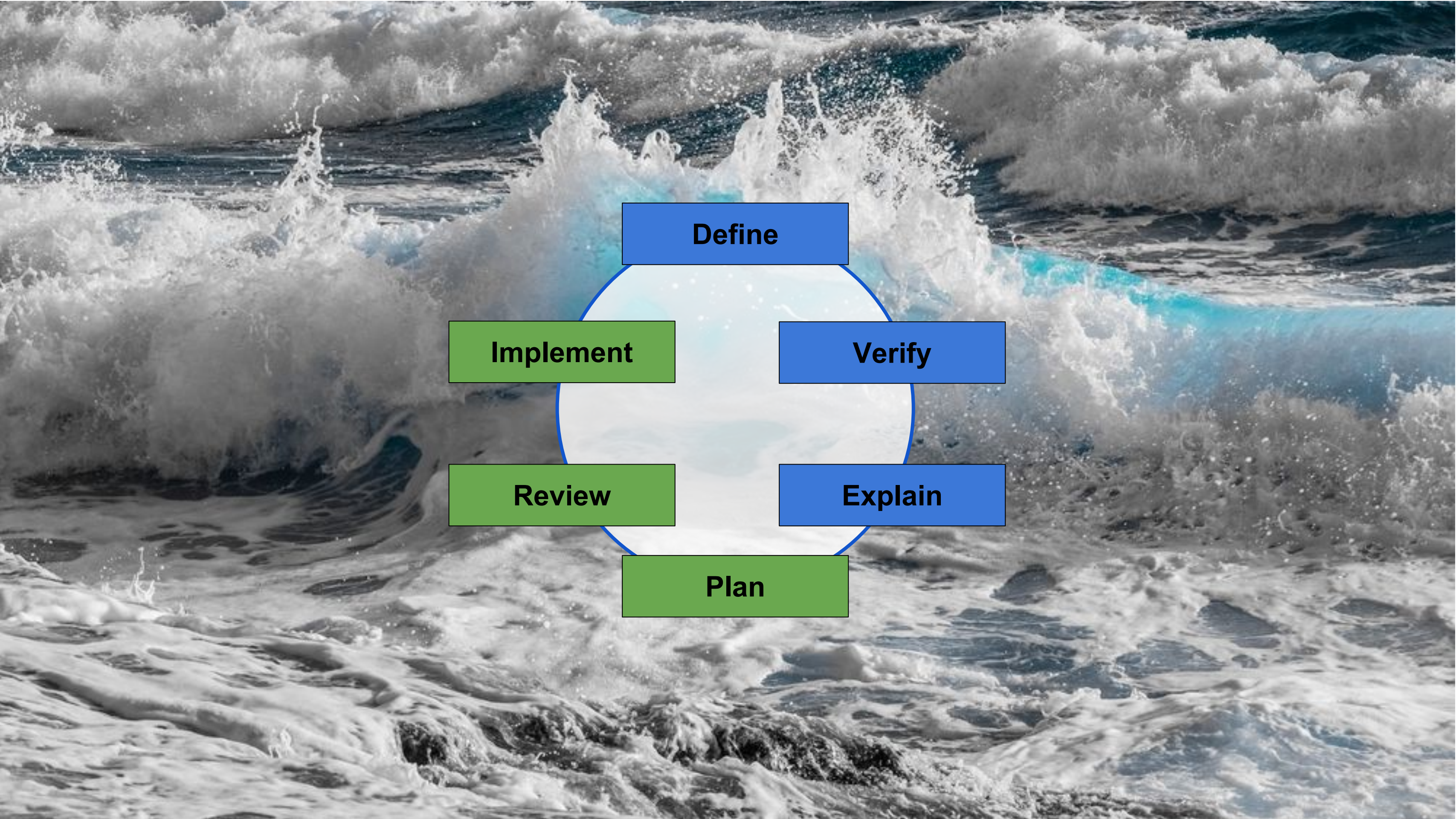
- DEFINE the goals and constraints
- VERIFY and get sign off from leadership
- EXPLAIN goals and constraints to front line
- PUSH ownership down to front lines
 - Plan - Review - Iterate - Implement



As a leader for your group,
you only need answers TWO answers:

1. What does success look like?
- 2. What is the current top priority?**





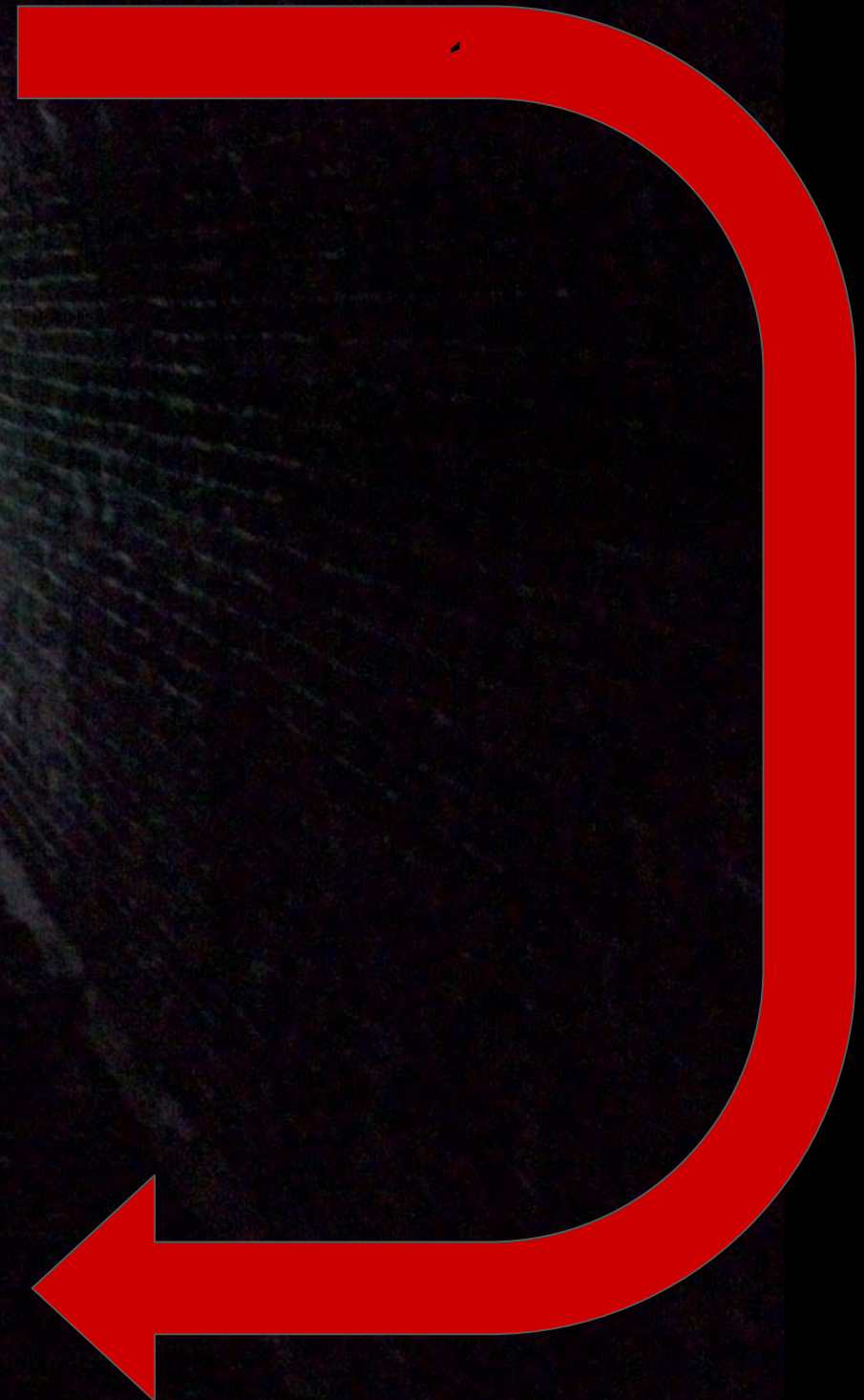
Perspective

Existential stress

Creativity



Tunnel Vision



Tunnel Free Perspective

Remember... We make games!



Tunnel Free Perspective

**Assume 50% of my decisions will be wrong.
(I won't know which ones until I make them!)**



Tunnel Free Perspective

Work the problems, not the people.



Tunnel Free Perspective

Stay hopeful.





by Kim Swift



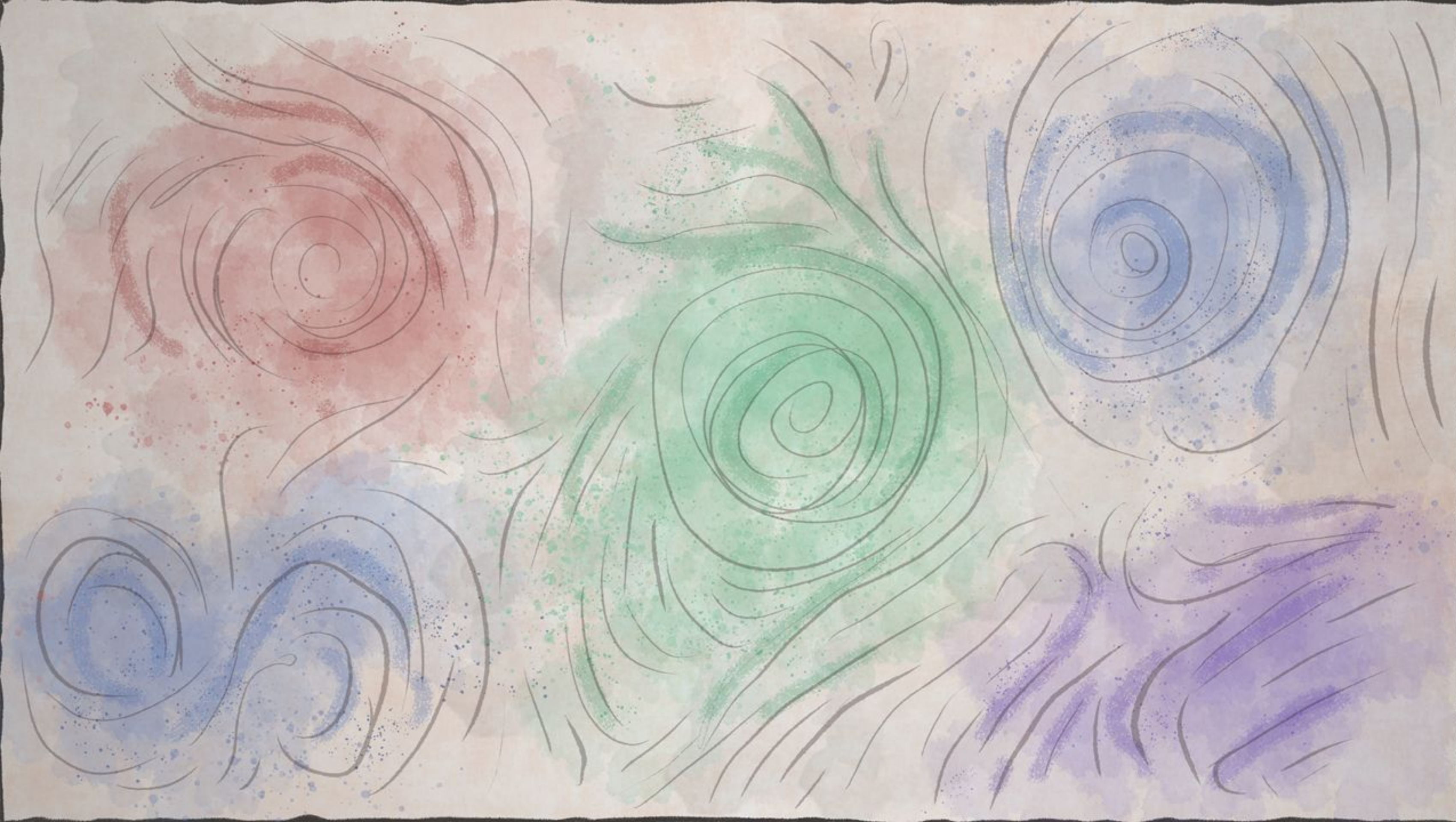
PORTAL™

QUANTUM
CONUNDRUM

LEFT 4 DEAD

SOUL
REIGN



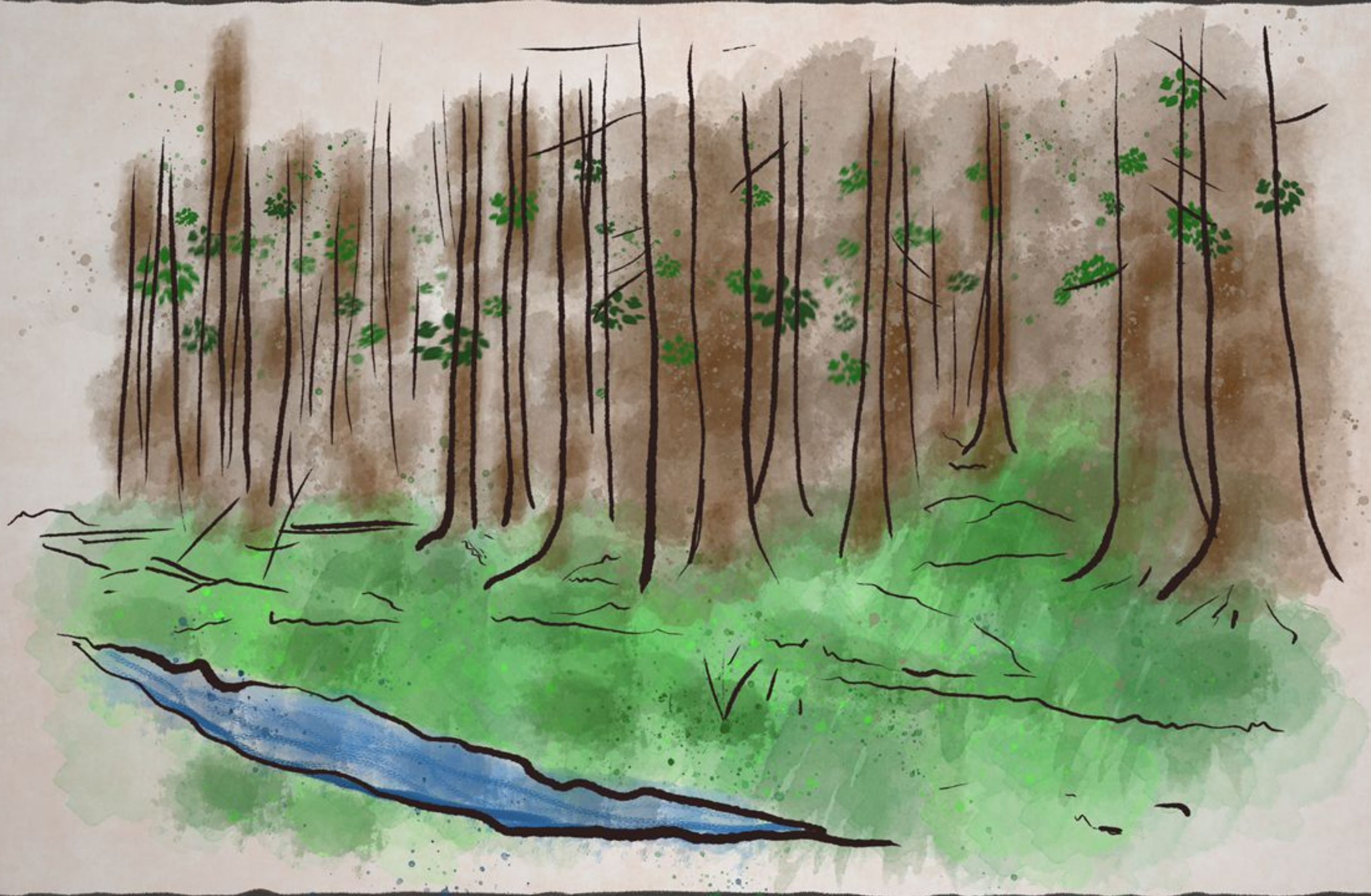






Once Upon A
Time...

The text is written in a black, elegant cursive script. The words 'Once Upon A' are on the top line, and 'Time...' is on the bottom line. The text is surrounded by intricate black line art. Large, swirling loops frame the words. Several feathers are integrated into the design: one large feather is on the left, another is on the right, and a third is positioned between the two lines of text. Small, delicate sprigs of leaves and berries are scattered throughout the swirls.





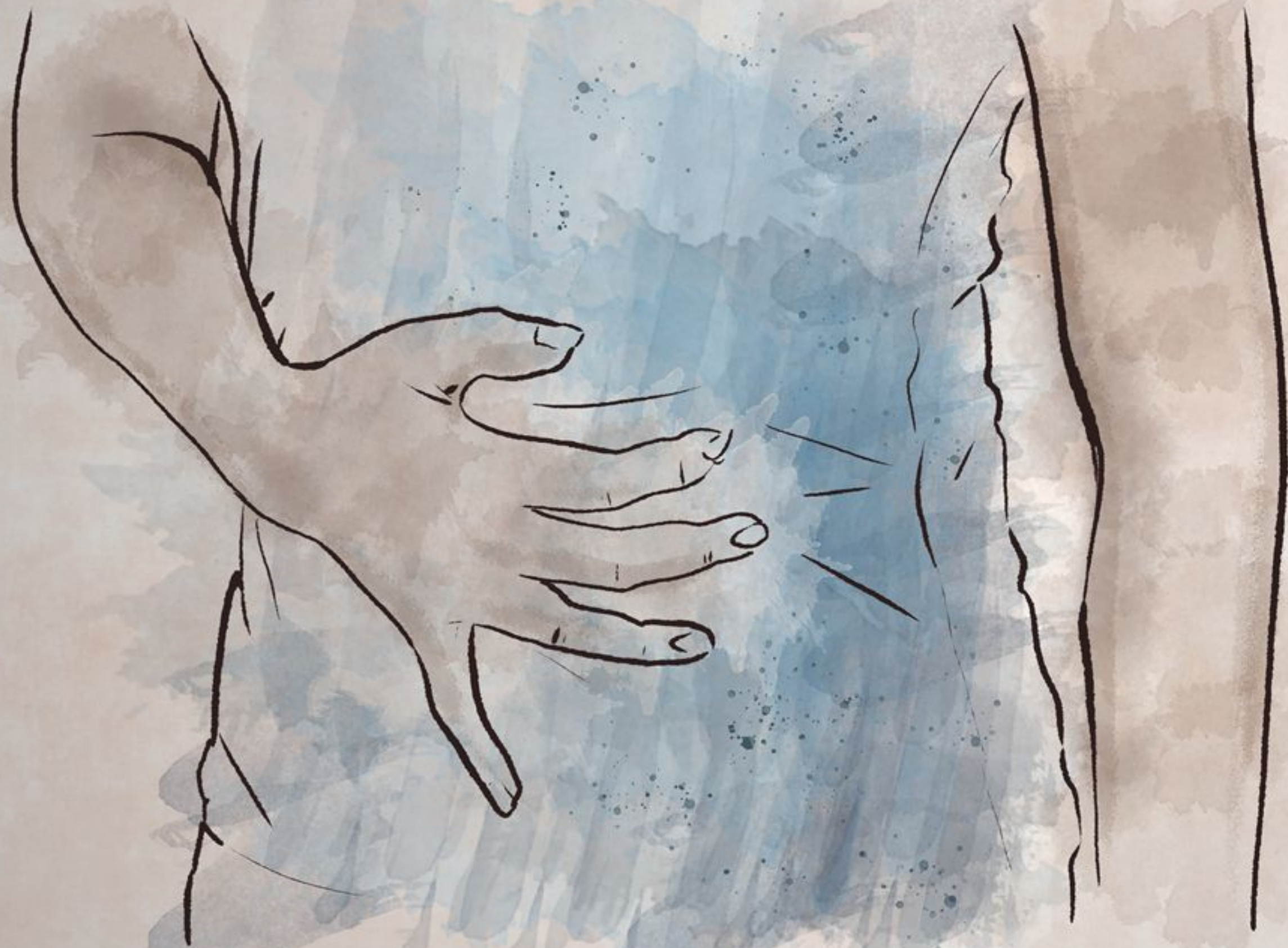






Move Quickly,

With Purpose





Divide & Conquer











Don't Panic

Keep Moving

Trust & Delegate

Be Honest & Communicate

Assess Problems and Progress

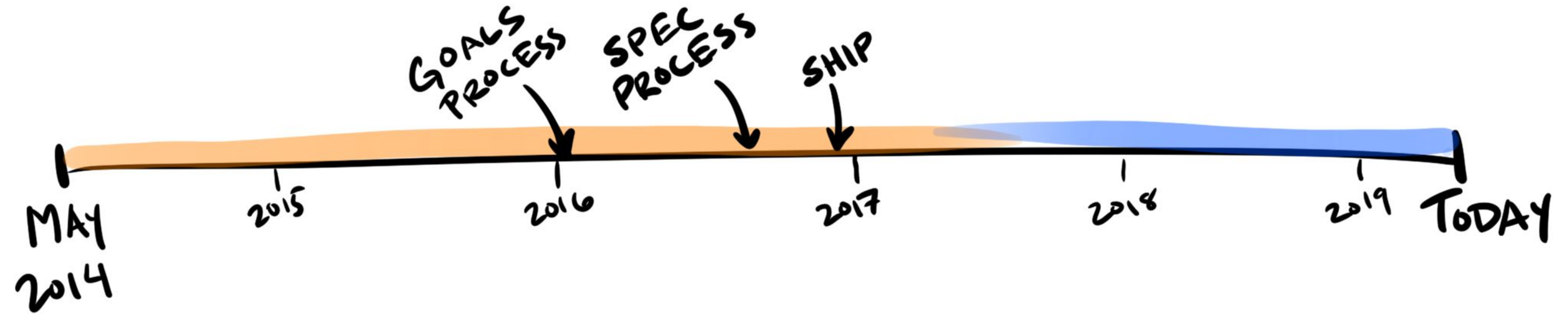
Take Care of Each Other

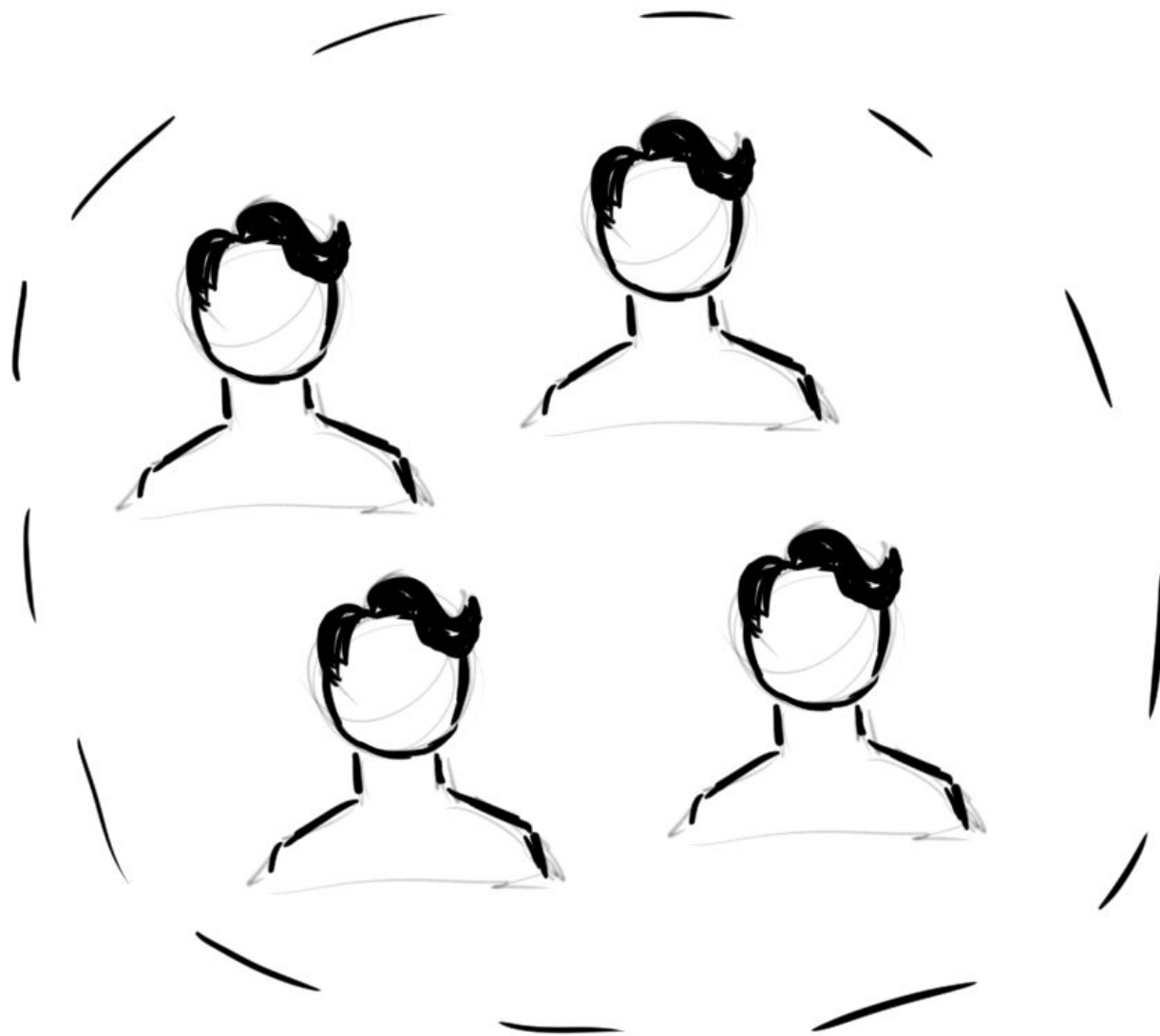


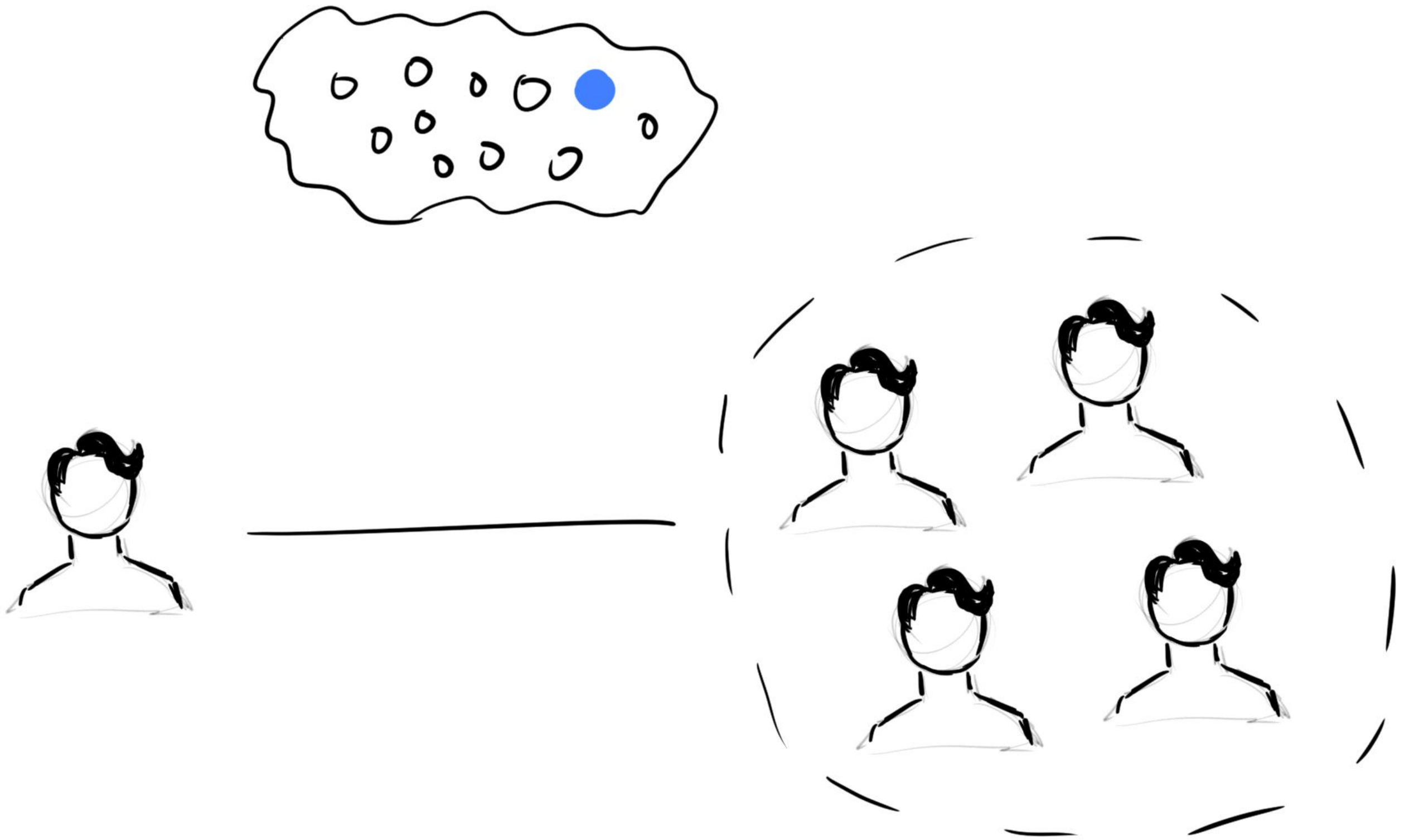
#GOALS

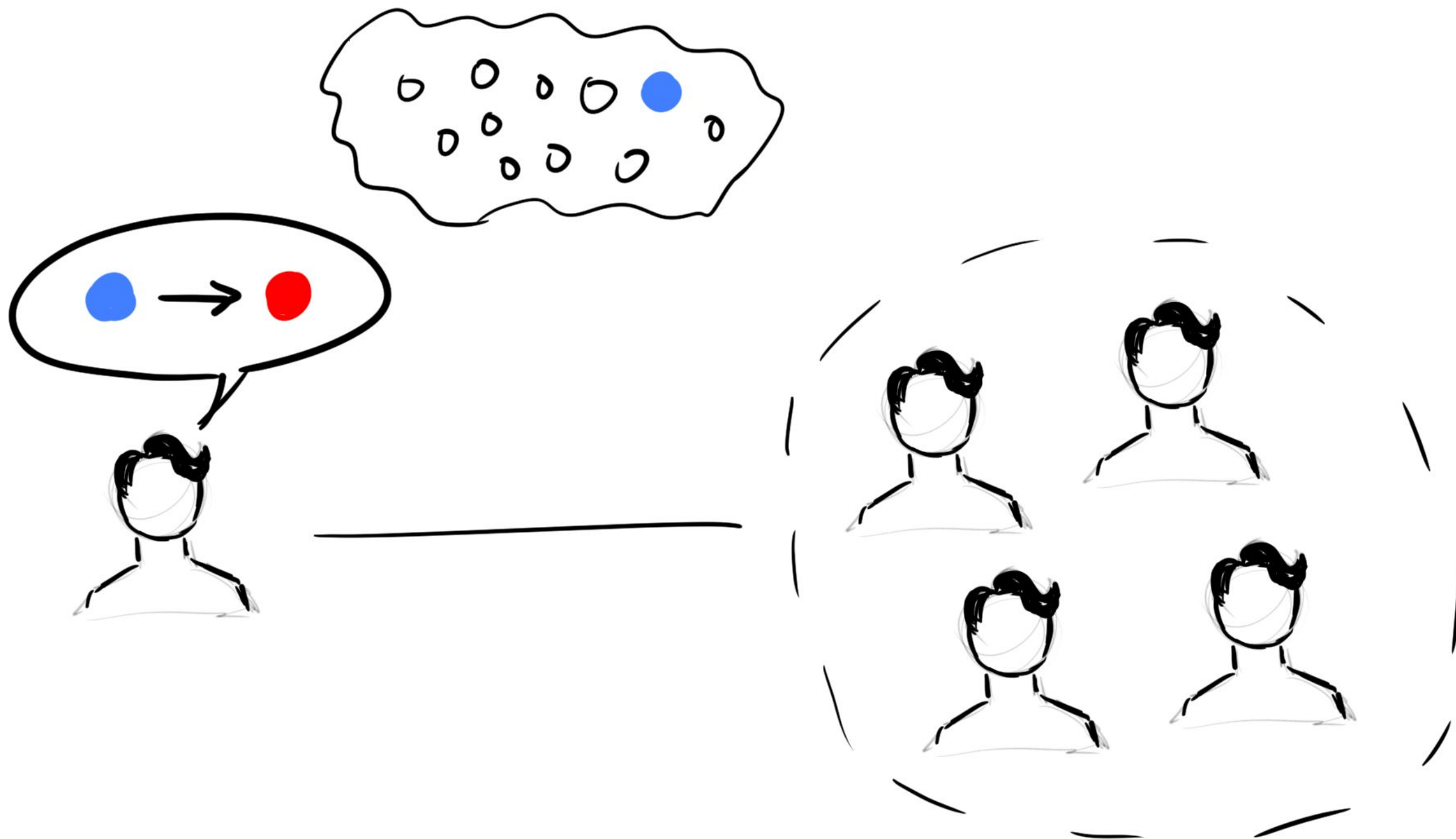
BRIAN SHARP
OCULUS

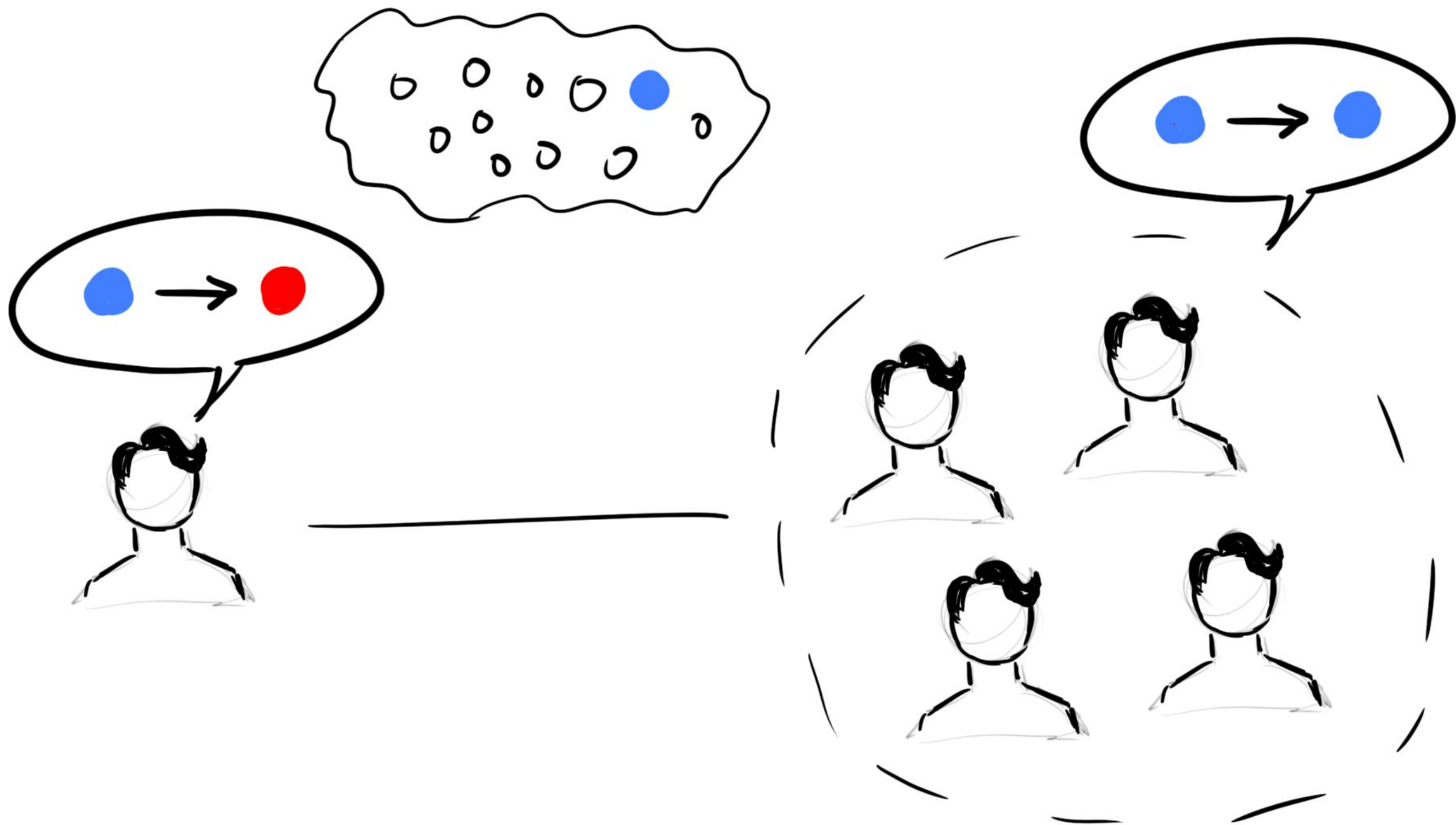
ONCE UPON A TIME...











STEP 1:

BEFORE WORK BEGINS

FEATURE SPEC: TOOL TIP TRANSFORM & EDITING

FEATURE SPEC: TOOL TIP TRANSFORM & EDITING



Product Goals

1. As an artist, I can fully control the 6DOF orientation + offset (where applicable) of my tool from the default tool tip.
 - a. *The team might decide it doesn't make sense to let you set an offset for raycast tools. Or they might! Up to them. Either is an acceptable decision given these goals. Clay tool, obviously, needs to support orientation and position changes.*
2. As an artist, I can control the orientation and offset precisely
 - a. *Ideally using the existing precise manipulators system...*
3. As an artist, I can quickly enter and exit the tooltip manipulation mode.
4. As an artist, the tooltip manipulation mode is discoverable.
 - a. *This one is lowest because this is a pro feature - fast enter/exit matters more than this, I think, but both are goals.*

FEATURE SPEC: TOOL TIP TRANSFORM & EDITING

Product Goals

1. As an artist, I can fully control the 6DOF orientation + offset (where applicable) of my tool from the default tool tip.
 - a. *The team might decide it doesn't make sense to let you set an offset for raycast tools. Or they might! Up to them. Either is an acceptable decision given these goals. Clay tool, obviously, needs to support orientation and position changes.*
2. As an artist, I can control the orientation and offset precisely
 - a. *Ideally using the existing precise manipulators system...*
3. As an artist, I can quickly enter and exit the tooltip manipulation mode.
4. As an artist, the tooltip manipulation mode is discoverable.
 - a. *This one is lowest because this is a pro feature - fast enter/exit matters more than this, I think, but both are goals.*

beats

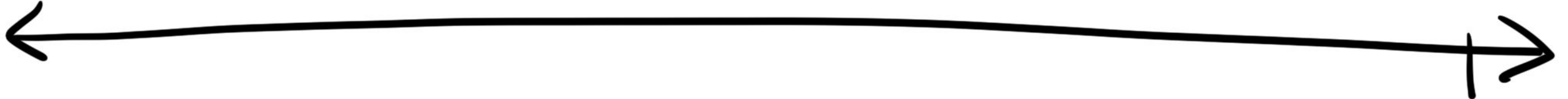
beats

beats

"THAT BLUE THING SHOULD BE RED"

"THAT BLUE THING SHOULD BE RED"

VAGUE



SPECIFIC

That blue
thing should
be red

"THAT BLUE THING SHOULD BE RED"

VAGUE

SPECIFIC

Things should
be the right
colors

That blue
thing should
be red

"THAT BLUE THING SHOULD BE RED"

VAGUE

SPECIFIC

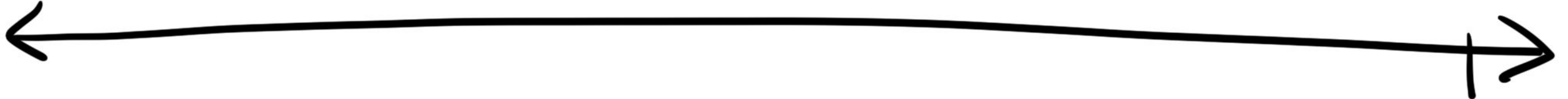
The work
should be
done right

Things should
be the right
colors

That blue
thing should
be red

"THAT BLUE THING SHOULD BE RED"

GENERAL



SPECIFIC

That blue
thing should
be red

"THAT BLUE THING SHOULD BE RED"

GENERAL

SPECIFIC

Red must mean
hostile & blue must
mean friendly

That blue
thing should
be red

"THAT BLUE THING SHOULD BE RED"

GENERAL

SPECIFIC

Every object should have a predominant color that tells the player how to relate to it

Red must mean hostile & blue must mean friendly

That blue thing should be red

"THAT BLUE THING SHOULD BE RED"

GENERAL

SPECIFIC

The game should use consistent motifs to convey information to the player

Every object should have a predominant color that tells the player how to relate to it

Red must mean hostile & blue must mean friendly

That blue thing should be red

"THAT BLUE THING SHOULD BE RED"

GENERAL

SPECIFIC

The game should use consistent motifs to convey information to the player

Every object should have a predominant color that tells the player how to relate to it

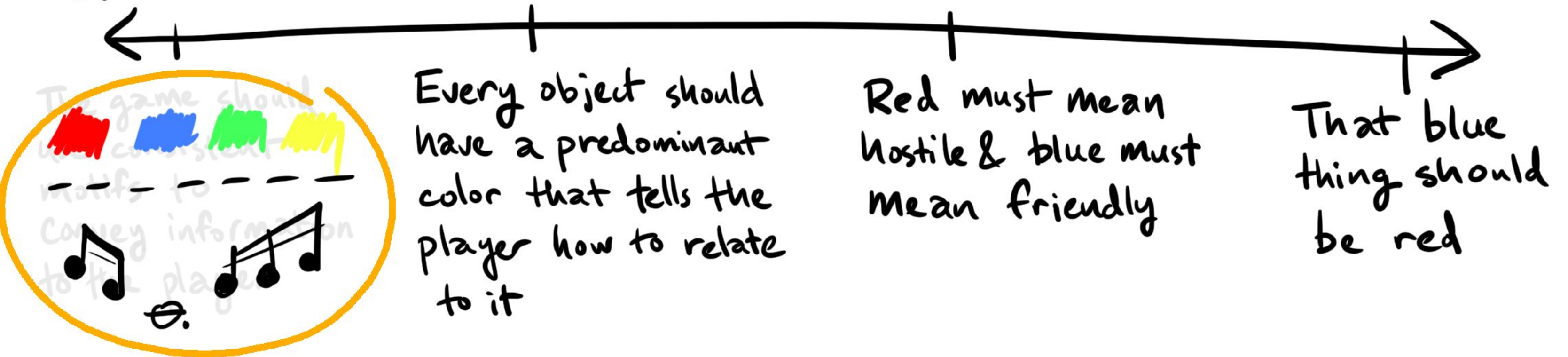
Red must mean hostile & blue must mean friendly

That blue thing should be red

"THAT BLUE THING SHOULD BE RED"

GENERAL

SPECIFIC



"THAT BLUE THING SHOULD BE RED"

GENERAL

SPECIFIC

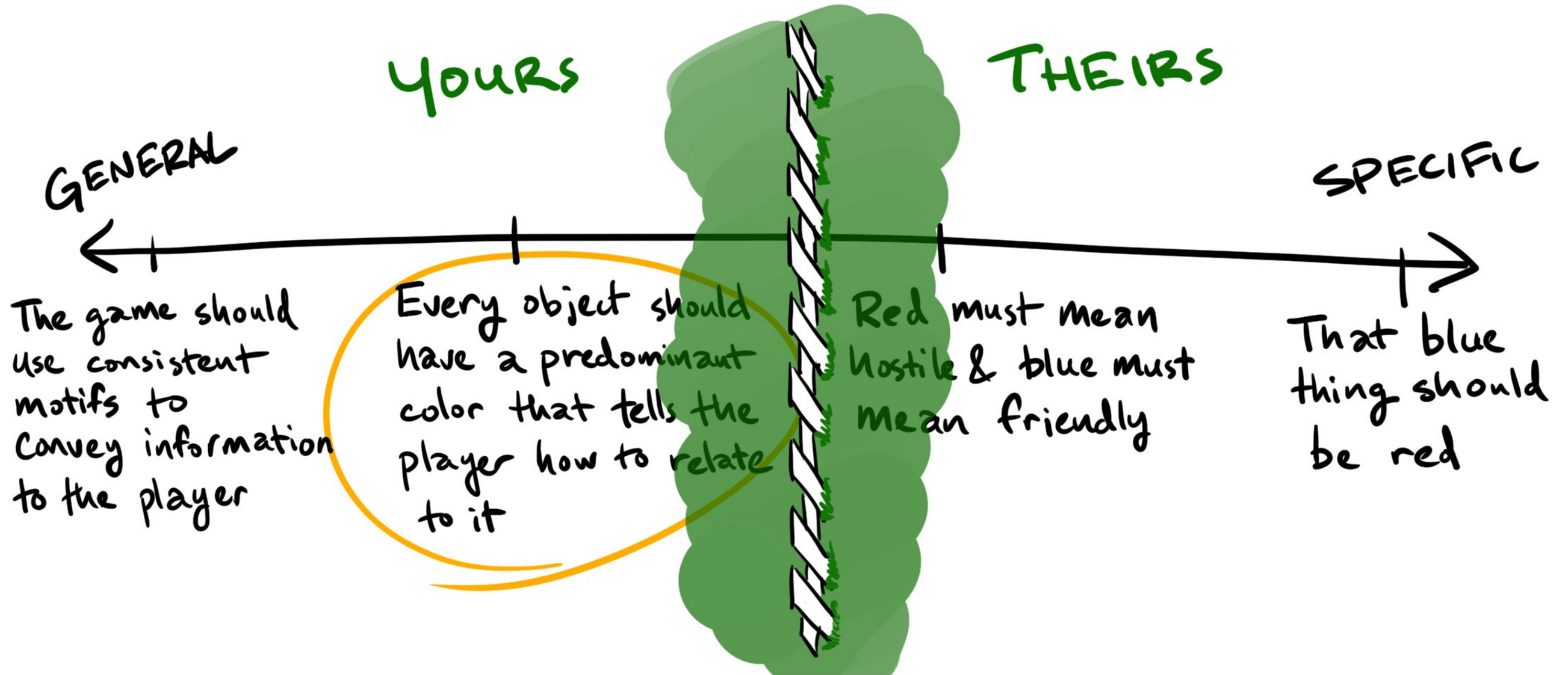
The game should use consistent motifs to convey information to the player

Every object should have a predominant color that tells the player how to relate to it

Red must mean hostile & blue must mean friendly

That blue thing should be red

"THAT BLUE THING SHOULD BE RED"



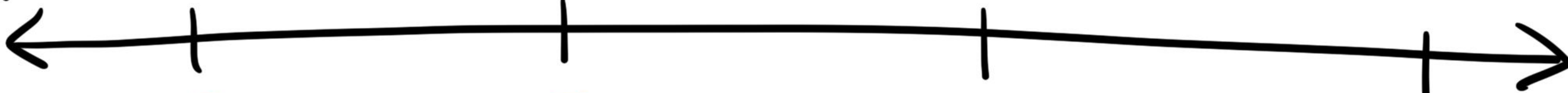
STEP 2:

REVIEWING WORK



GENERAL

SPECIFIC



?

?

?



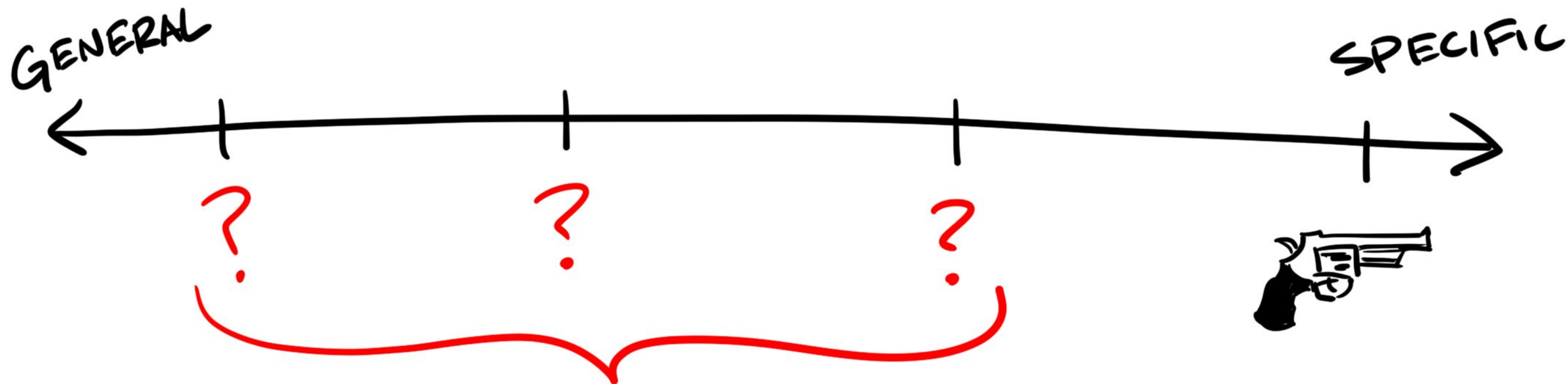


FIGURE THIS OUT YOURSELF
BEFORE VOICING FEEDBACK

GENERAL

SPECIFIC

Agency at
distance



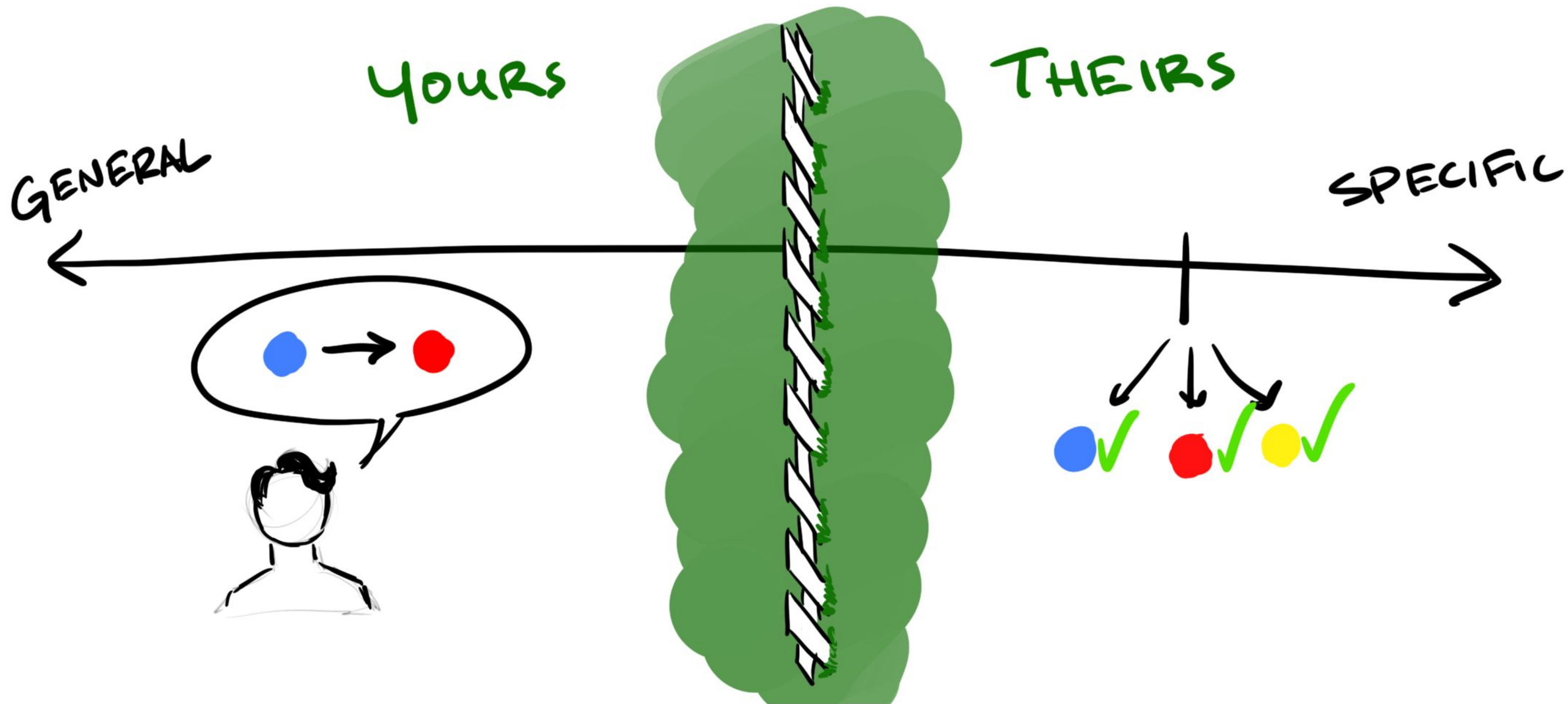


Product Goals

1. Lorem ipsum dolor sit amet, consectetur adipiscing elit.
2. Maecenas et est vulputate, elementum nunc in, condimentum nisl.
3. Cras efficitur diam et tempus egestas.
4. Ut ornare semper ligula, sed rutrum diam tristique ut.



As the player, I have the agency to interact with objects at any distance.



STEP 3 :

PROFIT!

The End

- Grant - gshonk@gmail.com
- Steve - steve.superville.gg@gmail.com
- Kim - kswift@ea.com - @K2theSwift
- Brian - brian.sharp@oculus.com - @bhsharp

Break Time

- Standup
- Turn to a person near you
- 30 seconds each, discuss takeaways

Idea from Scott Crabtree

<http://www.happybrainscience.com/>

- Click to edit Master text styles
 - Second level
 - Third level
 - Fourth level
 - Fifth level