



# ADVANCED AGILE GAME DEVELOPMENT PRACTICES

Clinton Keith  
Grant Shonkwiler

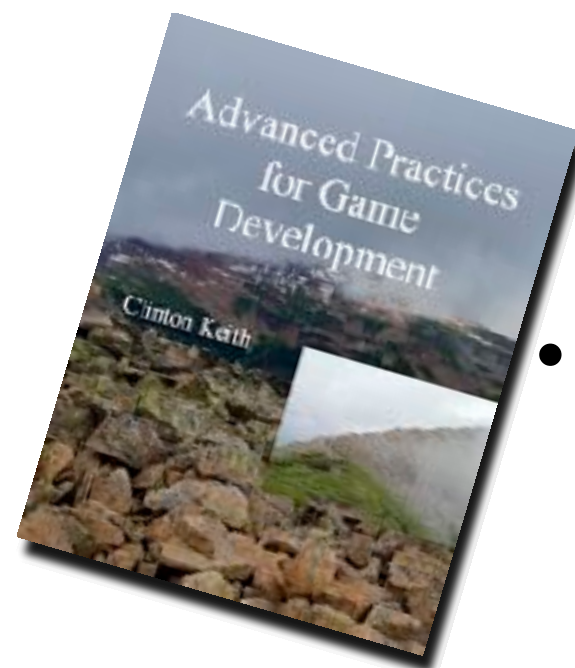


# Goal

- Describe and build on a set advanced agile game development practices

#GDC2017

#AAGDP



- Lean Pub? CreateSpace?
- Contributors
  - Your contribution is covered by a CC license. Use it however you like.
  - You get a free pdf of the book
  - Printed copy if sales allow
  - You get credit for the contribution
- Price covers editing, illustrations and printing

#GDC2017

#AAGDP





# Schedule

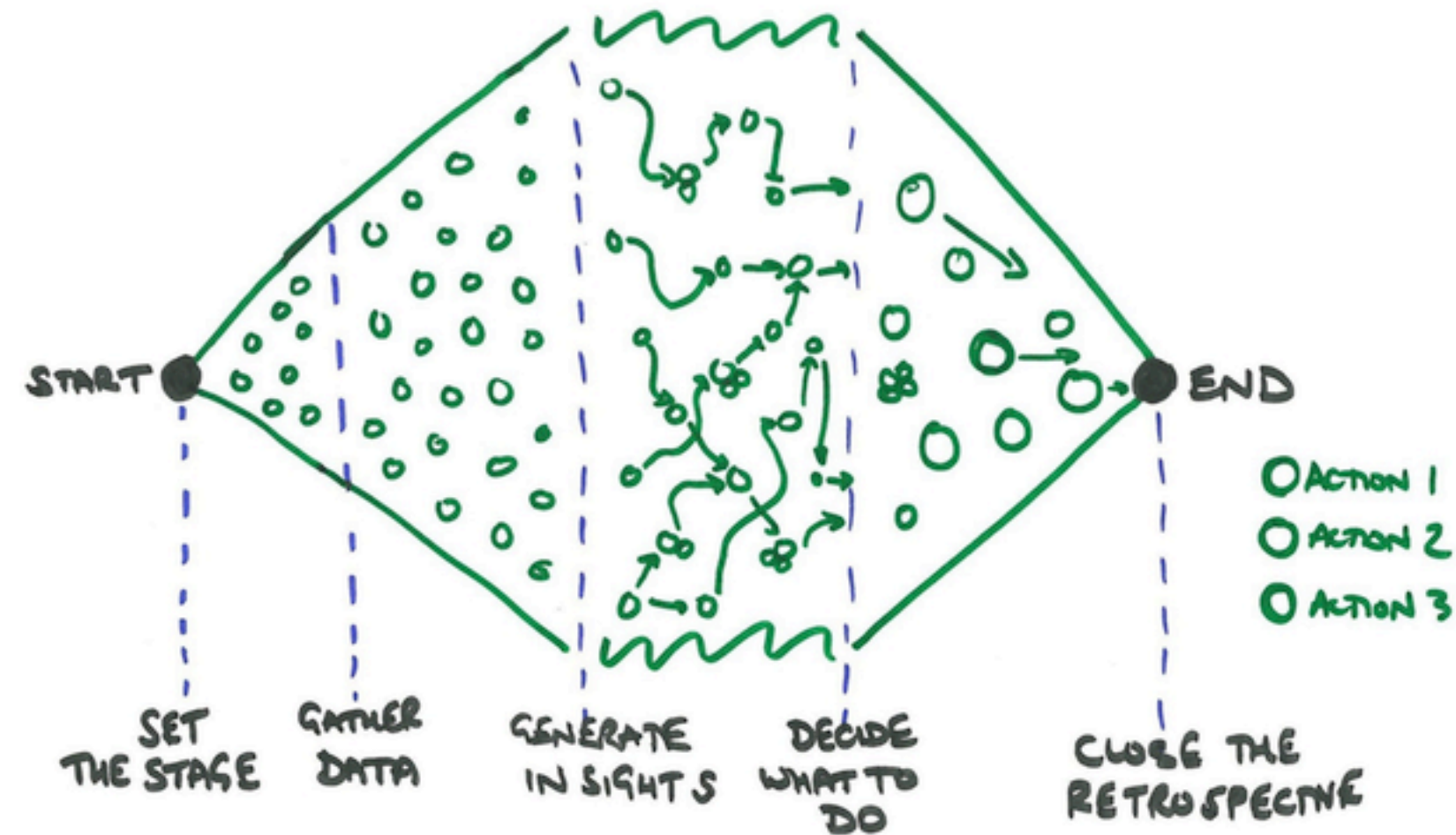
- 10:00 - 11:00 Session
- 11:00 - 11:20 Break
- 11:20 - 12:20 Session
- 12:20 - 1:20 Lunch
- 1:20 - 2:20 Session
- 2:20 - 2:40 Break
- 2:40 - 3:40 Session
- 3:40 - 4:00 Break
- 4:00 - 5:00 Session

- Only ~30 slides. 90% team exercises
- The workflow, timing and execution of what we're doing has never been done before
- Timing is a big guess...we'll adjust on the fly
- We'll handle most questions during the exercises



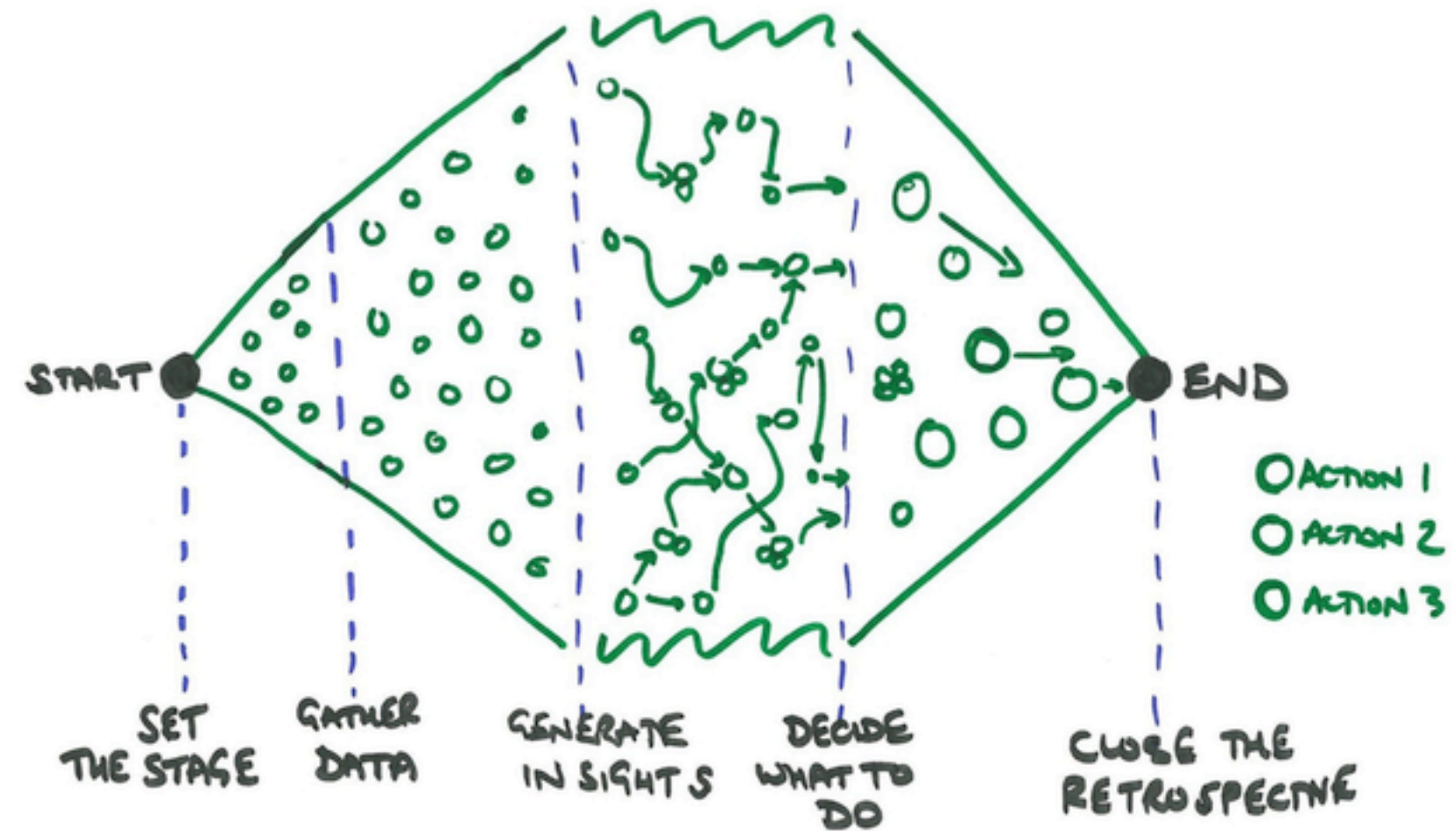
# Agenda

1. Set the stage
2. Gather data
3. Generate insights
4. Share what you are doing
5. Decide what to do
6. Close



# 1. Set the Stage

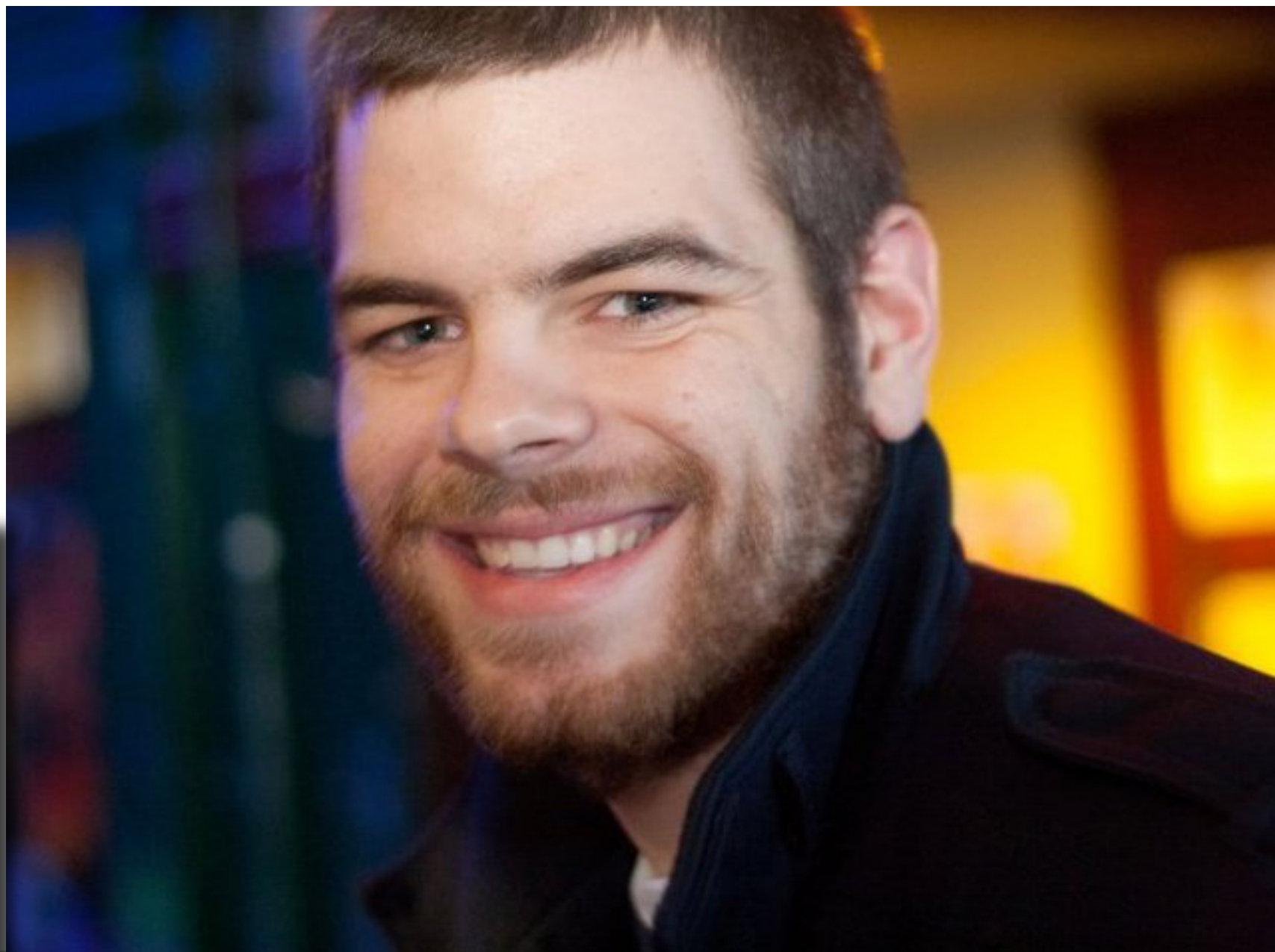
- Get to know each other
- What's a "good practice"?





# Grant Shonkwiler

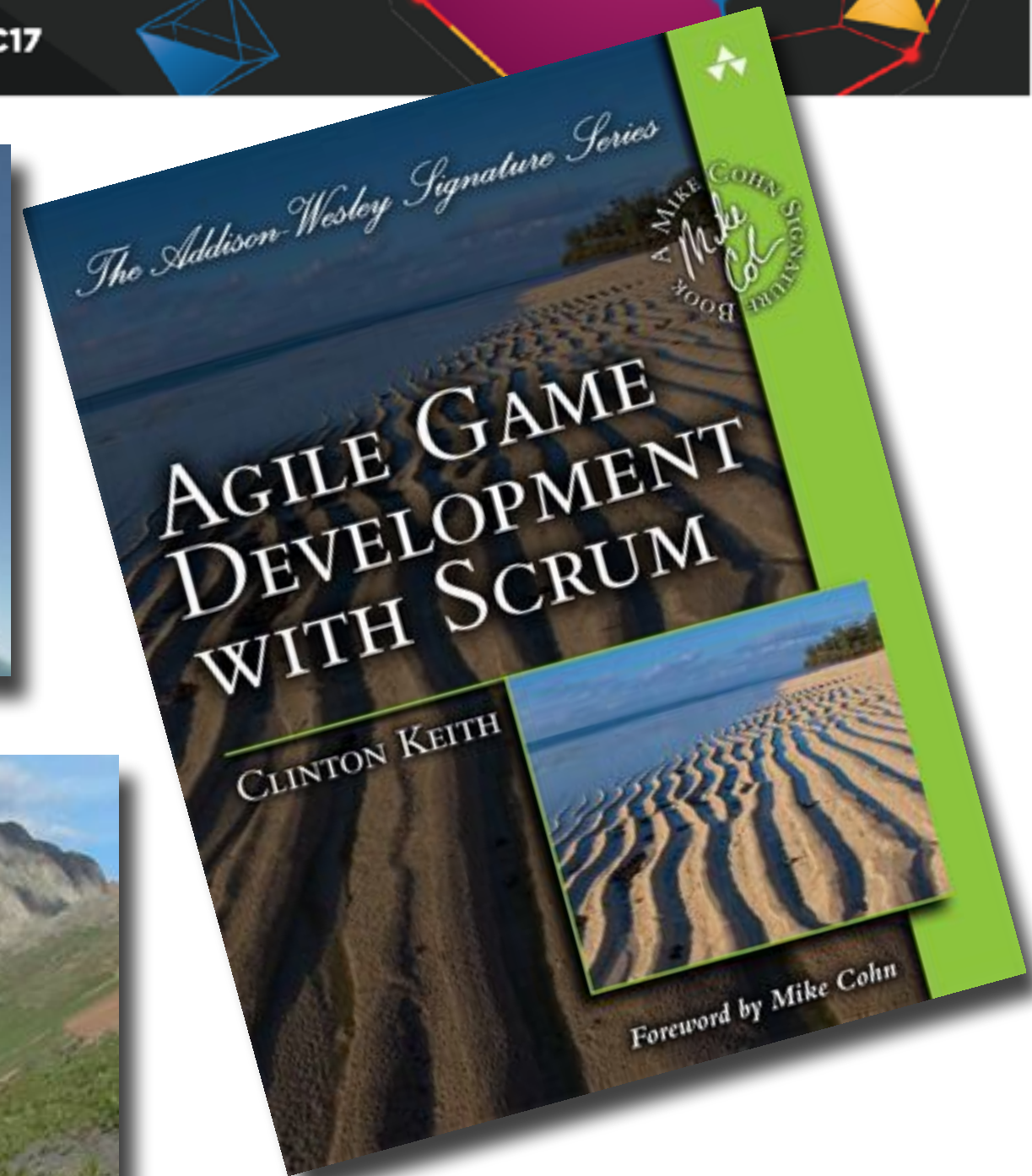
- Former Producer: id Software, Epic Games, Megatouch Games
- Former Designer/Programmer
- Shipped 50+ games
- 10+ years making games
- Production Consulting @Shonkventures



# Clinton Keith

- Made my first game in 1976
- CTO & DPD for Angel Studios (now Rockstar San Diego) and High Moon Studios.
- Introduced the game industry to agile, scrum & kanban practices starting in 2003.
- Trainer & Consultant since 2008

[www.ClintonKeith.com](http://www.ClintonKeith.com)





# PechaKucha Introductions - Page 26

07:00

## The (modified) Practice

- Everyone answers three questions to the rest of the table
- One minute per person

## The Questions

- "Where are you from/where did you grow up?"
- "What are your hobbies outside of games?"
- "What's one thing that friends don't know about you that would surprise them to hear?"





# Team Health - Page 25

## How is the workshop going?



- Green - Engaged, learning
- Yellow - Cautious, Confused
- Red - Challenged





# The Anatomy of a Good Agile Practice

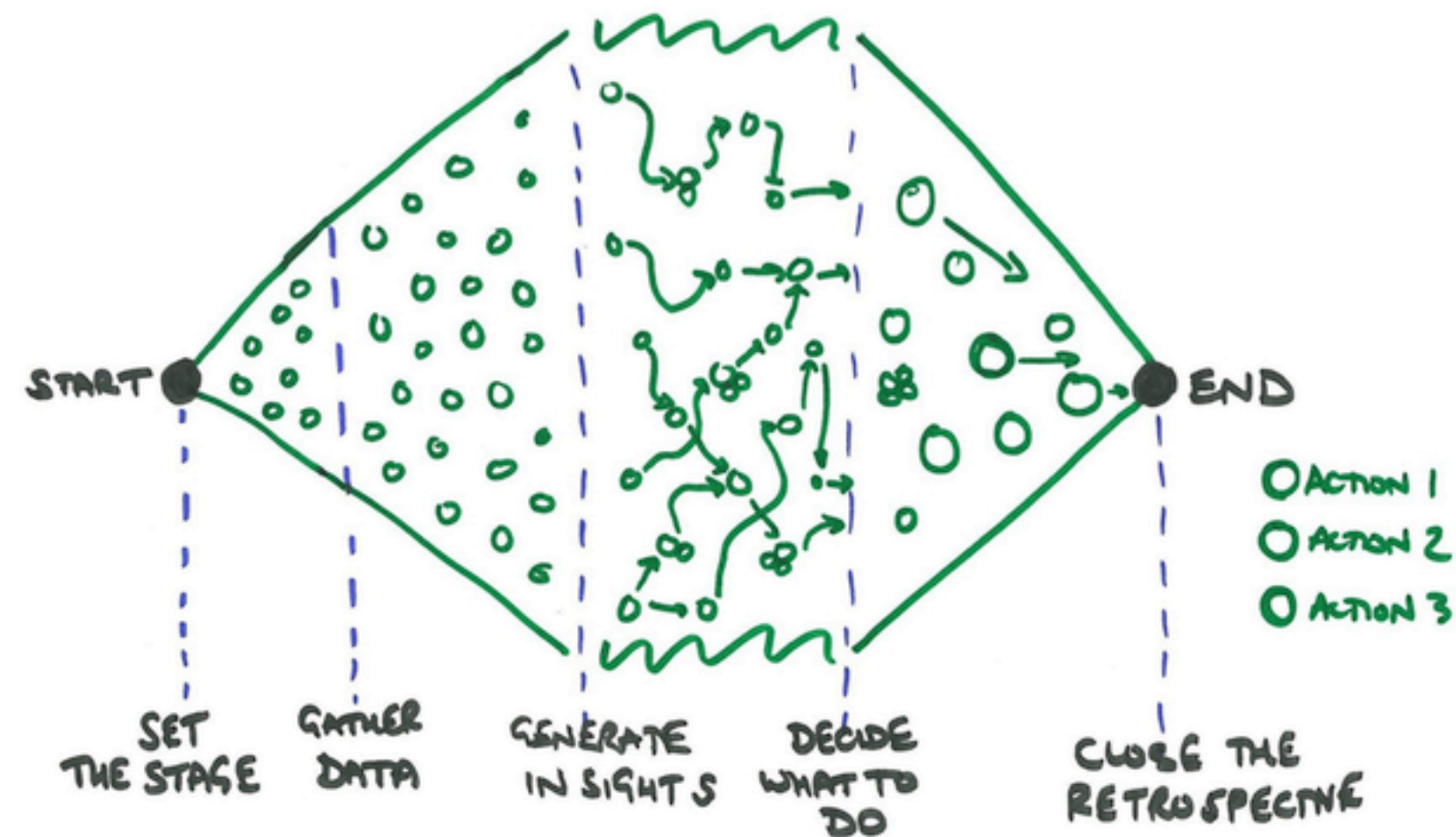
- **Experimental**
- **Incremental**
- **Flexible**
- **Collaborative**
- **Radiative**





## 2. Gather Data

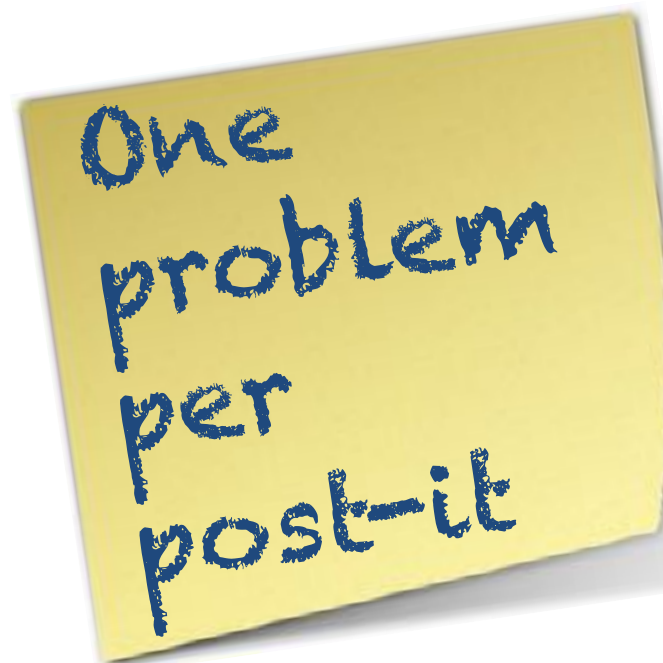
- Map your problems
- Look at other mapping practices





# Premortem - Page 12

- List why your future iteration or release failed to achieve it's goals:
  - Dropped stories
  - Work left unfinished
  - Lots of debt
  - Poor teamwork
  - Dependencies
  - Stakeholders are unhappy with results
  - A lack of "improved gameplay"
  - Asteroid hits studio



20:00

## Rules

- Put yourself into the future and "remember the past"
- Everyone at the table writes down problems (one per post-it)
- Share them among your group (combine, group)
- Stick them on a large post-it page

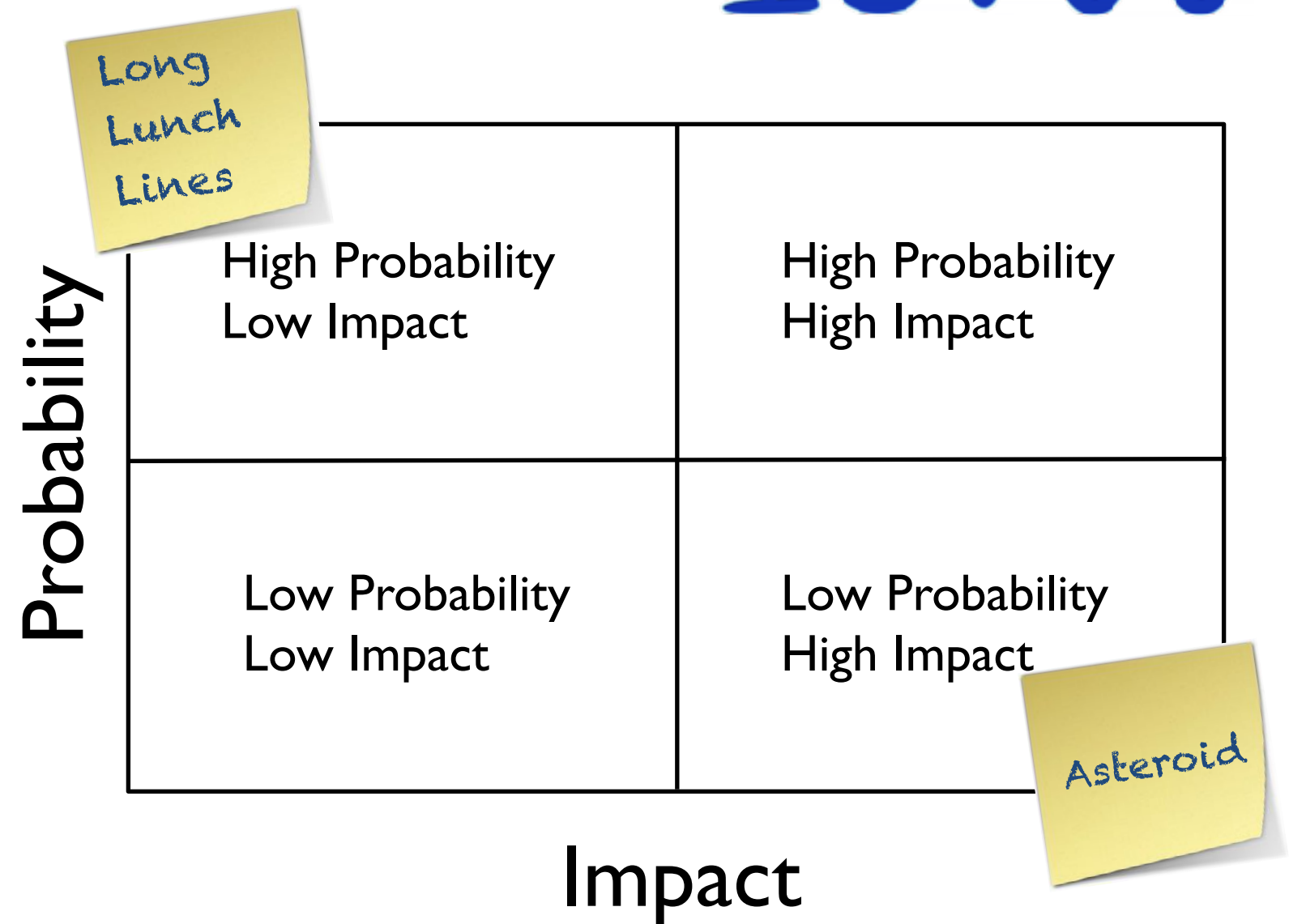




# The Risk Matrix - Page 13

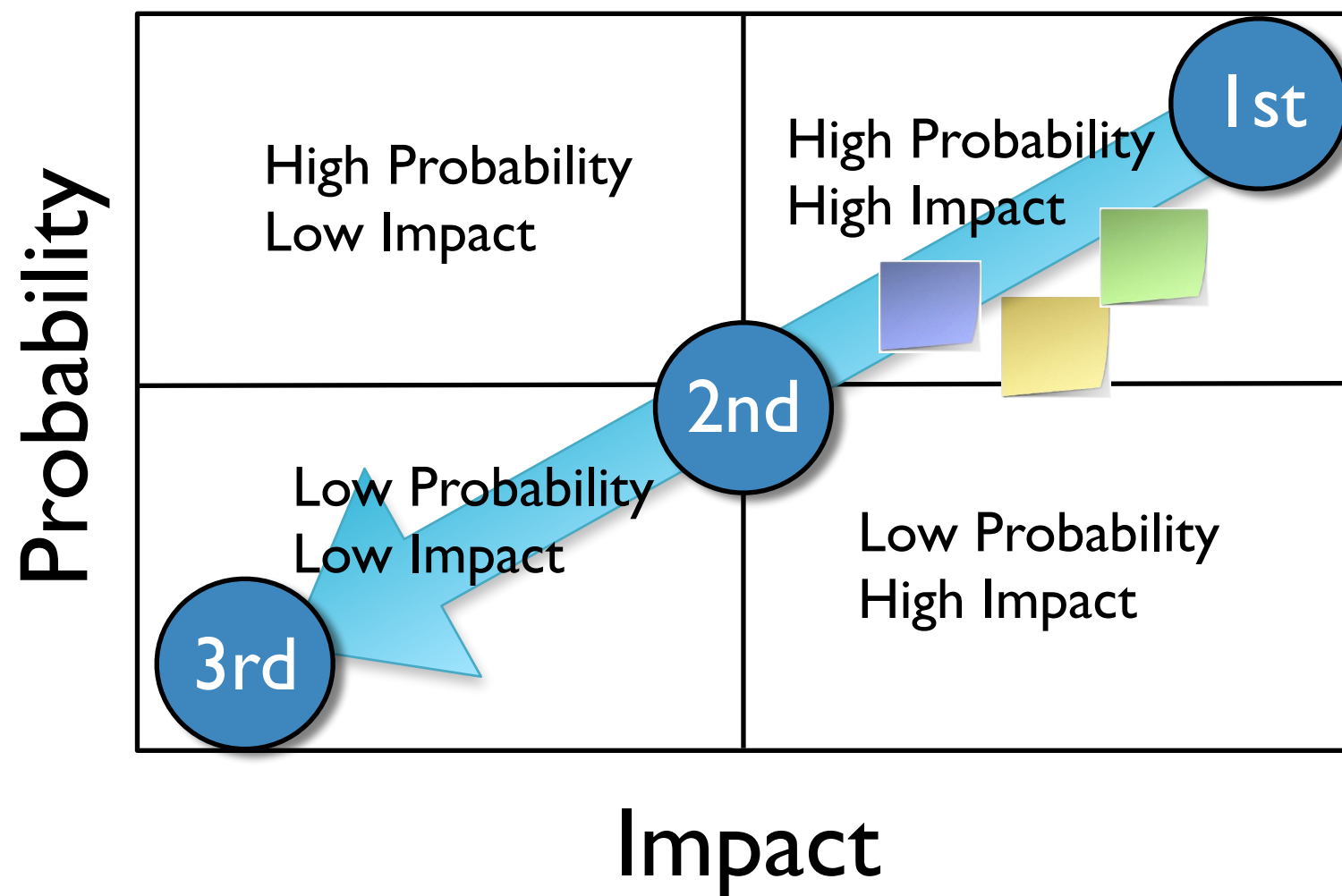
# 15:00

- Sort the problems you listed in the premortem into a risk matrix
- Don't worry about the relative positions within the quadrants



# Rank Ordering

# 15:00



## Rules

- Team members take turns building the map. At each turn, a member can either:
  - Move a new card into position (higher/lower than other post-its)
  - Swap two post-its

## Create a prioritized list of risks

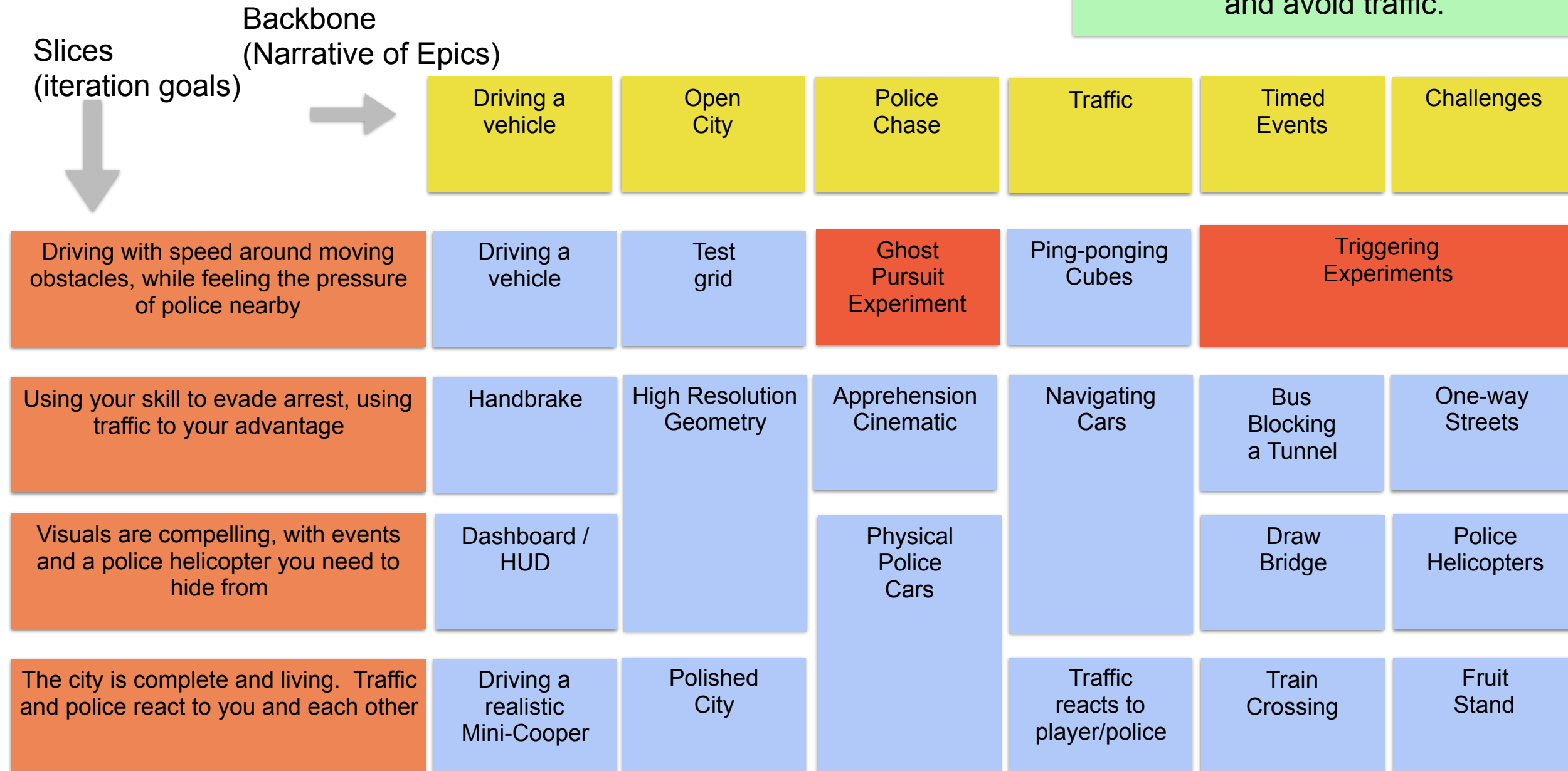
As a fugitive from the law, I want to drive my Mini Cooper well enough through the busy streets of Paris to escape the police, evade obstacles and avoid traffic.

# User Story Mapping - Page 32

## Instructions

- Pick a well known game or mechanic
- Break down its narrative into a story map

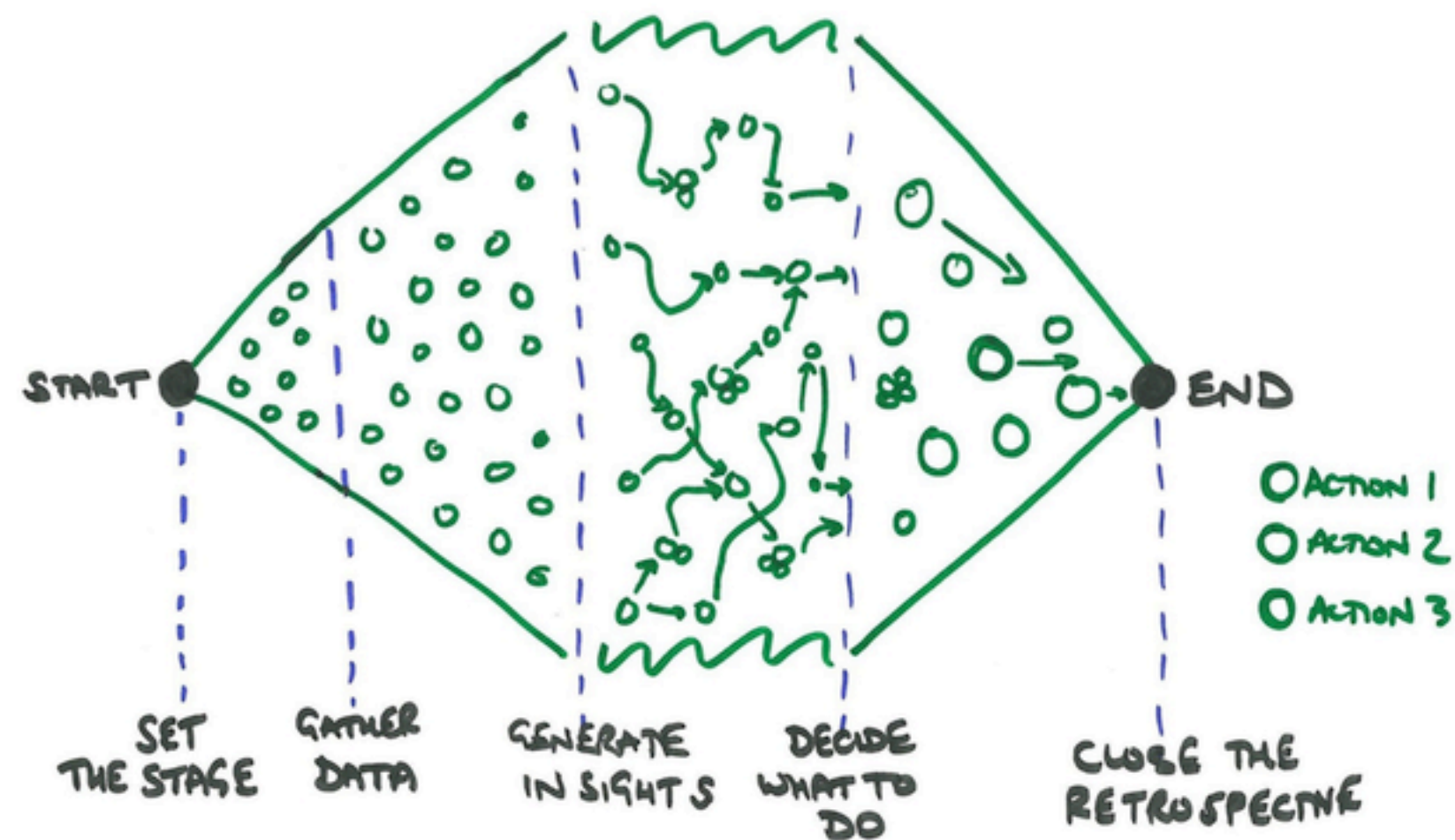
30:00





# 3. Generate Insights

- Health Check
- 5 Whys





# Health Check - Page 53

## Ask Powerful Questions - Page 45

Suggestions

- The team picks one question
- Everyone on the team answers that question
- What is one word that describes what you need for yourself from this workshop?
- In one or two words, what is happening for you right now?
- In a word or two, what are your hopes for the workshop?

05:00



# The 5 Whys - Page 44

- Root cause analysis
- Pick your top problems from the premortem and practice the 5 whys
  - You can pick lower on the list as well
- Capture the root causes (post-its)
  - Root causes have actionable solutions



Deteriorating  
Chemicals  
Bird Droppings  
Birds  
Bugs @ Dusk  
Lighting



# Open Topic Board - Page 50 10:00

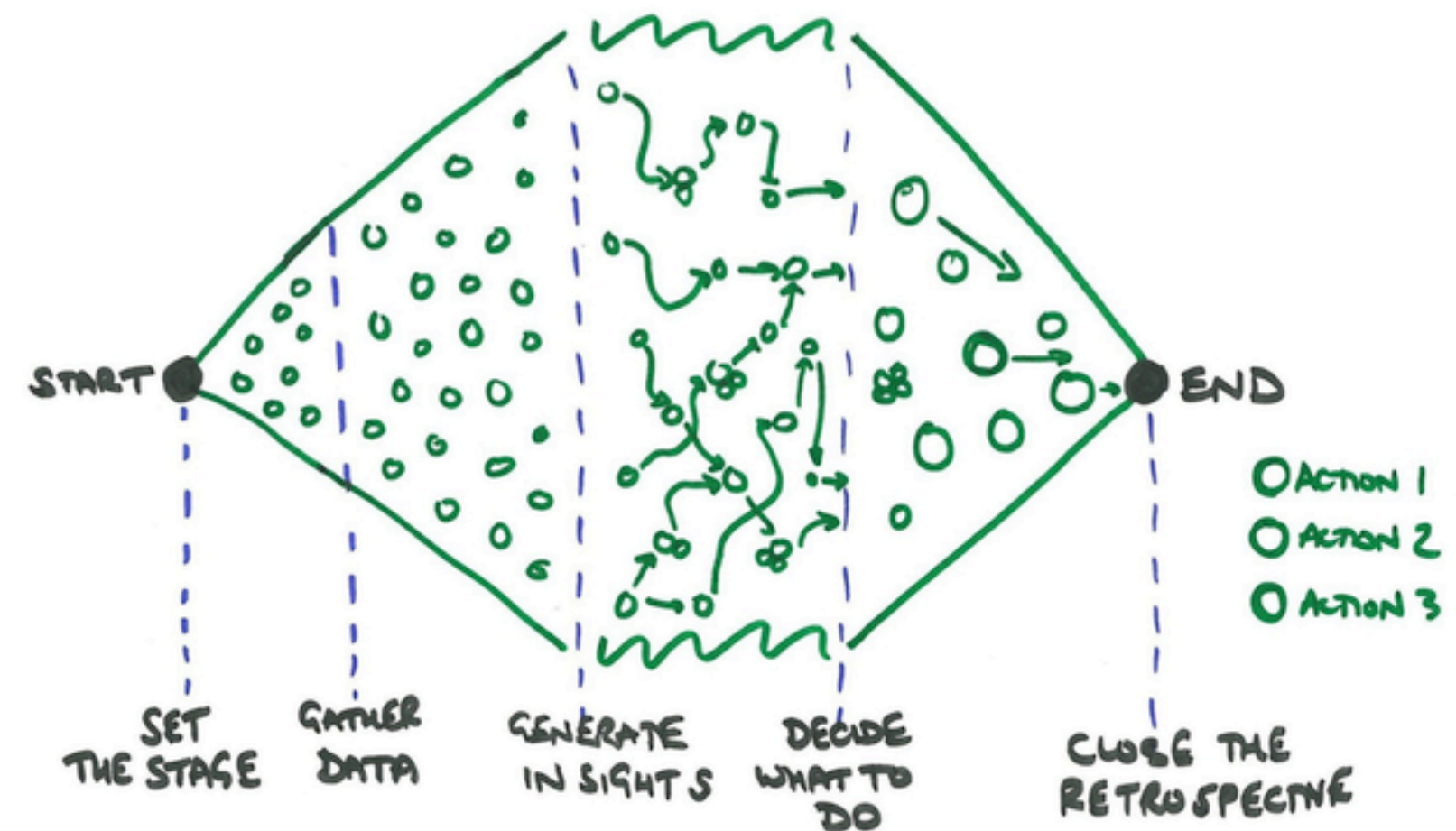
- Choose and copy three root causes (actionable)
  - Phrase them so others know what you're talking about:
    - "Lighting"
    - "Lighting the Washington Monument at dusk, draws bugs"
- Post them on the topic board
- We'll affinity map these during a break





# 4. Share What you are doing

- Tell your stories
- Capture your practices





# Tell your stories

25:00

- Tell others at your table about a novel practice used at your studio
- What problem did it solve?





# Capture some practices

# 15:00

- Document a few of the practices told in the stories
  - **Experimental**
  - **Incremental**
  - **Flexible**
  - **Collaborative**
  - **Radiative**

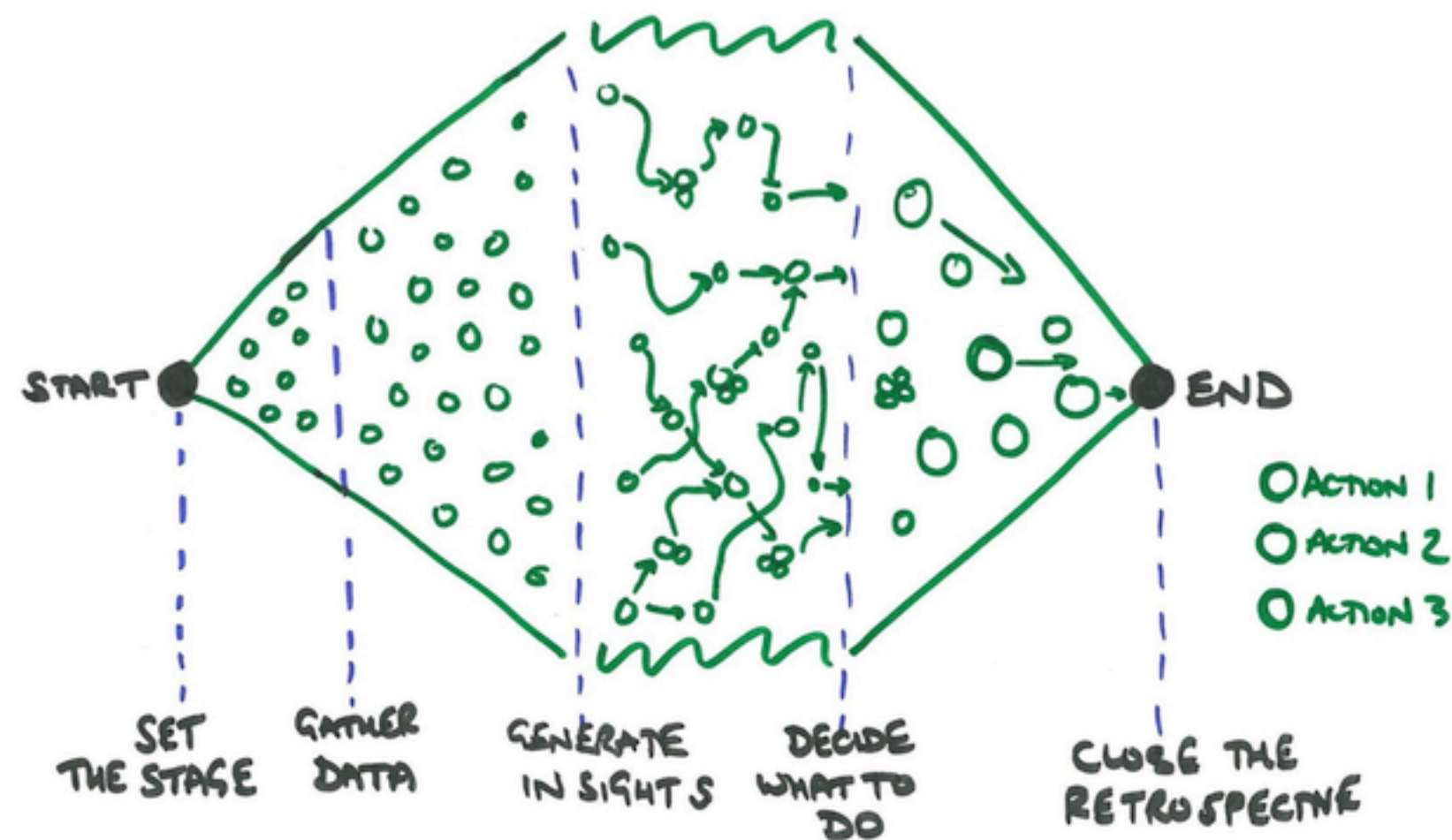
Advanced Practice Template	
<b>Title</b> - Two to four word title	
<b>Subtitle</b> - Explain what this practice is for. What was the original problem?	
<b>Practice</b> - A brief description of the mechanics of this practice	
<b>Dot Voting</b> - vote here if this is your favorite experiment from this table	
	<b>Tips</b> - List variations of use or specific things that the team can try when implementing this practice
	<b>Illustration suggestion</b> - What would be an iconic, simple illustration of this practice? Describe or sketch.
	<b>Credit</b> - List the names and email addresses of the contributors of this practice.
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# 5. Decide what to do

- Ask the powerful questions
- Create experiments



[Use the handout](#)[Example Questions](#)

# Table Challenge

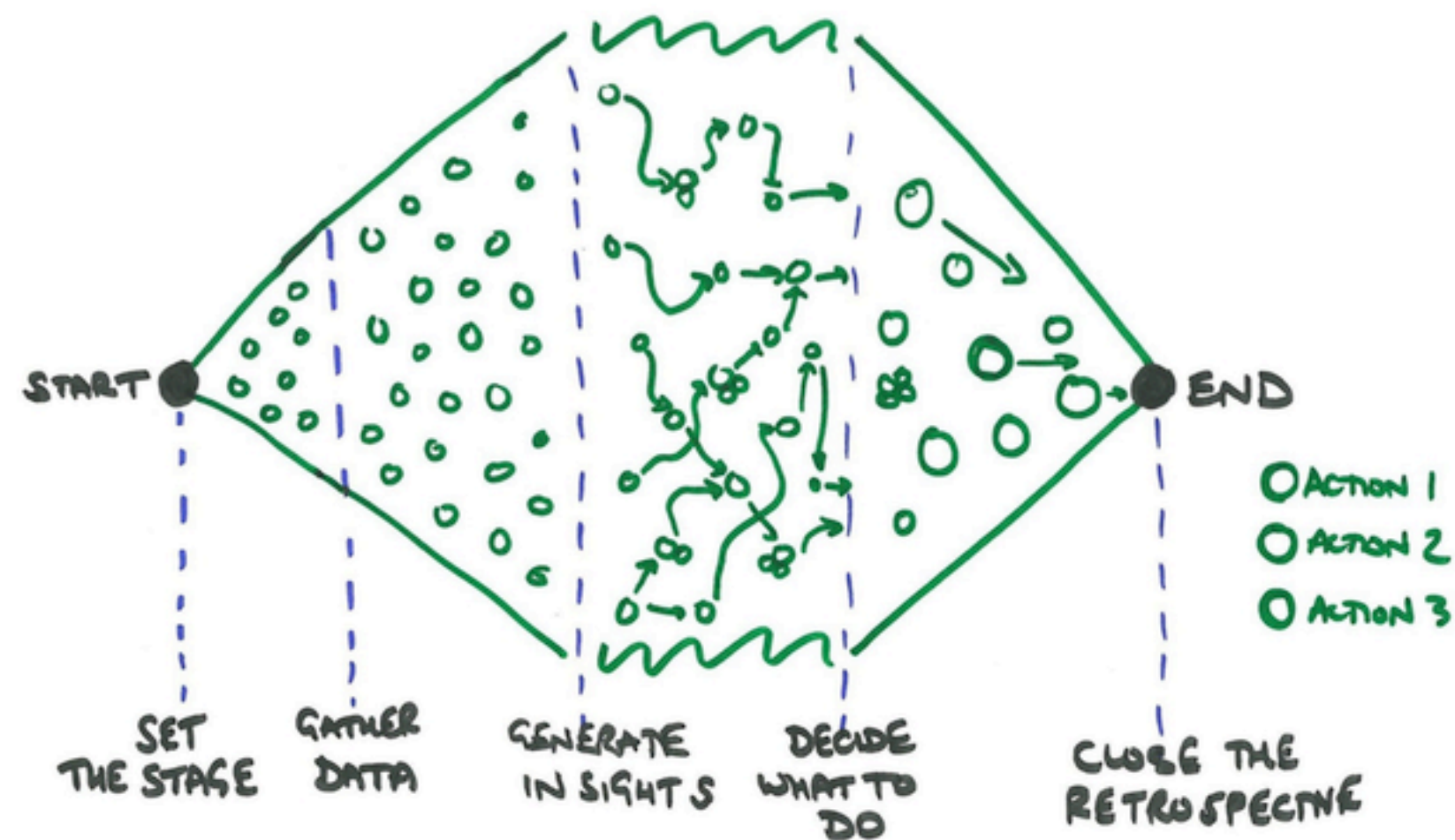
30:00

- Pair up with a nearby table
- Exchange three of your root cause post-its
- Each table takes turns asking powerful questions about each root cause
- The goal is to lead to some experiments to try in the next iteration/release
- Capture these experiments on a template

- “What would you do if you were in charge?”
- “How would you know if this was working (and when)?”
- “What would developers prefer to do (or avoid)?”
- “Is there some deeper root cause in the way they work that leads to this?”

# 6. Close

- Review bazaar
- Retrospect today





# Review Bazaar - Page 43

20:00

## Dot Voting - Page 56

- Collect all your documented experiments at your table
- Select one person to stay at your table to answer questions, while everyone else walks around and explores the practices at other tables.
  - Can take 5-10 minute shifts
  - Update experiments if clarification needed
- At each table, vote for your favorite new experiment (one vote per person) by making a mark at the bottom of the experiment sheet.



10:00

Collect the Templates  
(contact info?)

# Retrospective - Page 46 (Kush Ball)



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To Join the Advanced Practices Google Group, Visit  
<http://tinyurl.com/AADGP-GDC>  
and click "Join this group"

