GDC

Leadership: Working at the Heart of the Team

Andie Nordgren
Executive Producer, CCP Games

Alyssa Finley
Creative Director, Telltale Games

Chelsea Curran Adams
QA Manager, Riot Games

Tanya Watson
COO, Squanch Games

Grant Shonkwiler
Commander & Shonk, Shonkventures

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Agenda

- Intro
- Andie
- Chelsea
- Alyssa
- Tanya
- Q&A

Andie Nordgren
Executive Producer EVE Online, CCP Games

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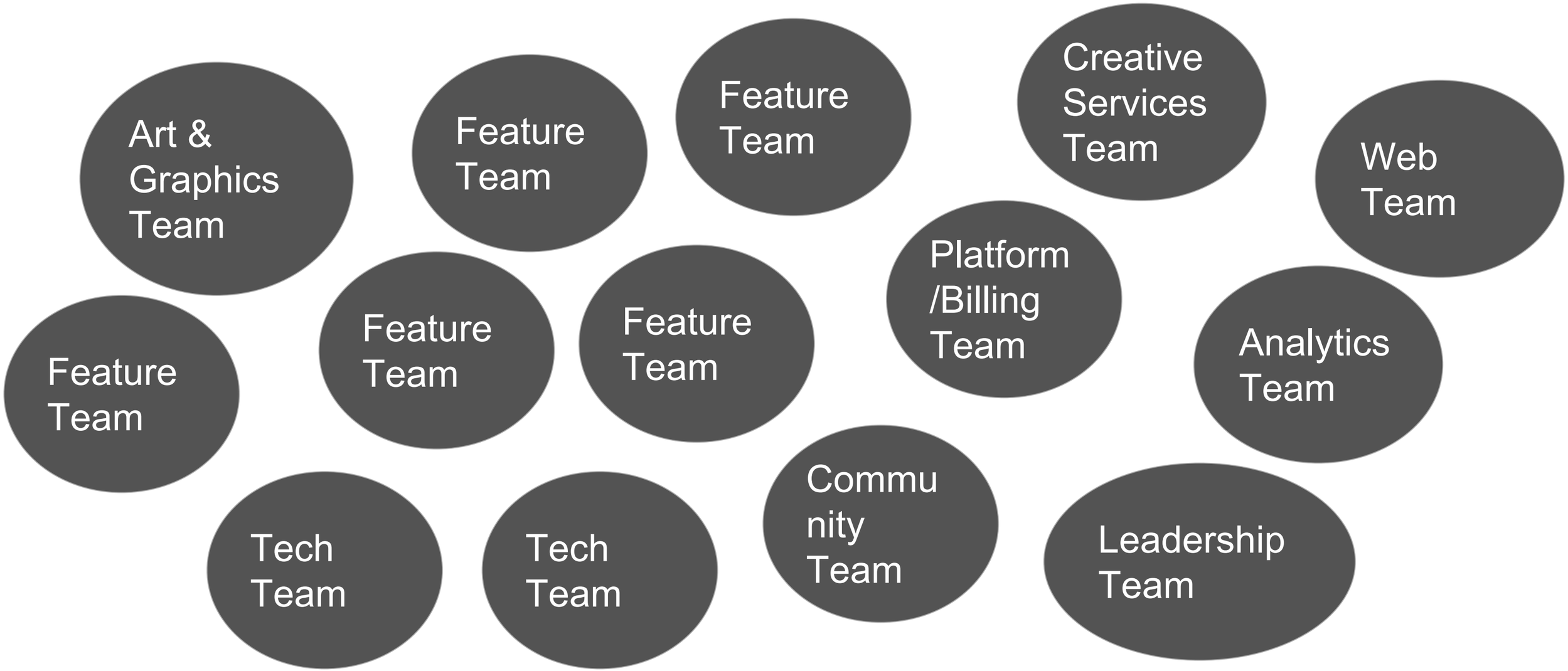
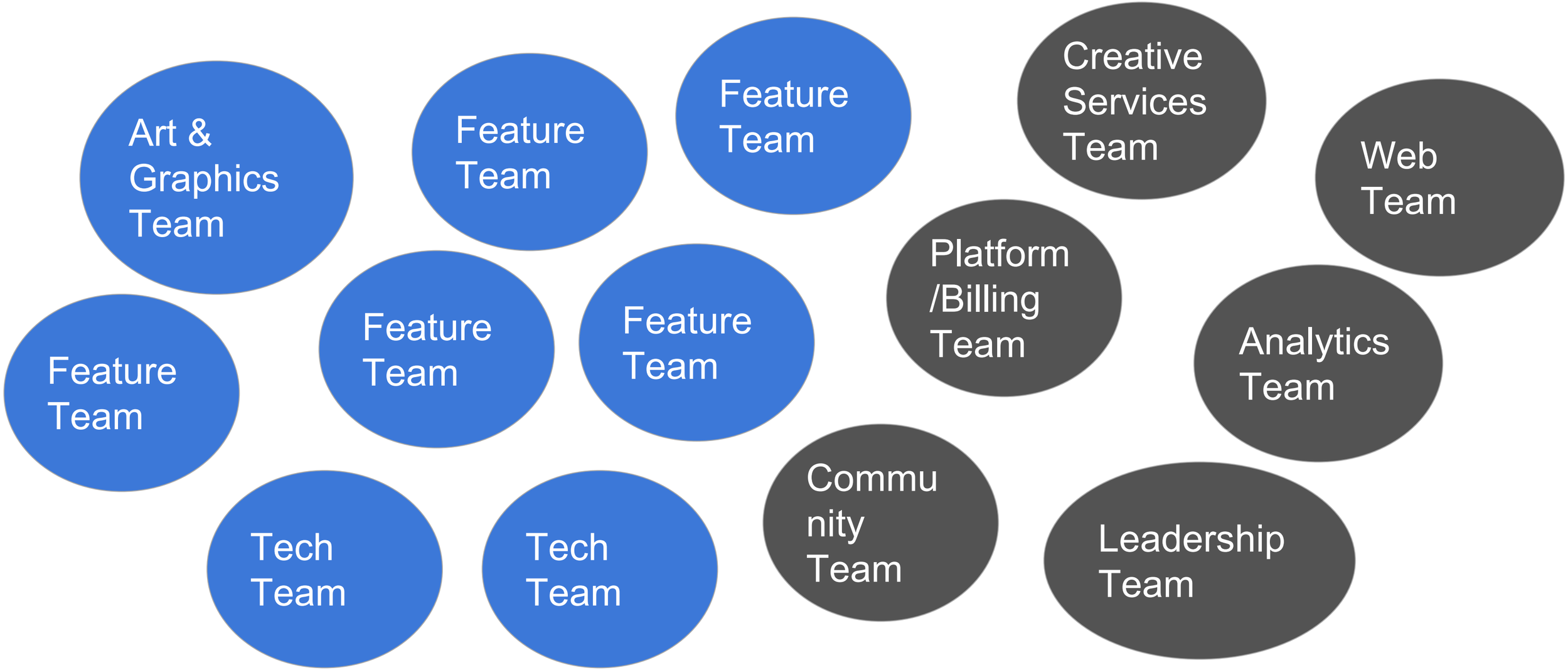

Art & Graphics Team
Feature Team
Feature Team
Creative Services Team
Web Team
Feature Team
Feature Team
Feature Team
Platform /Billing Team
Analytics Team
Tech Team
Tech Team
Community Team
Leadership Team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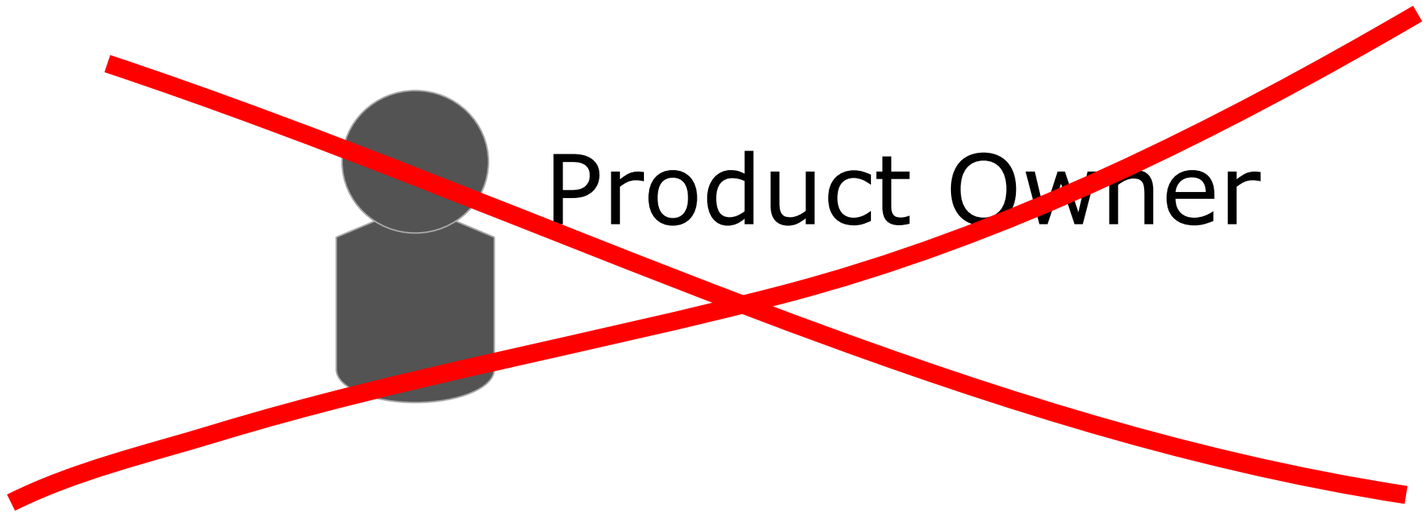
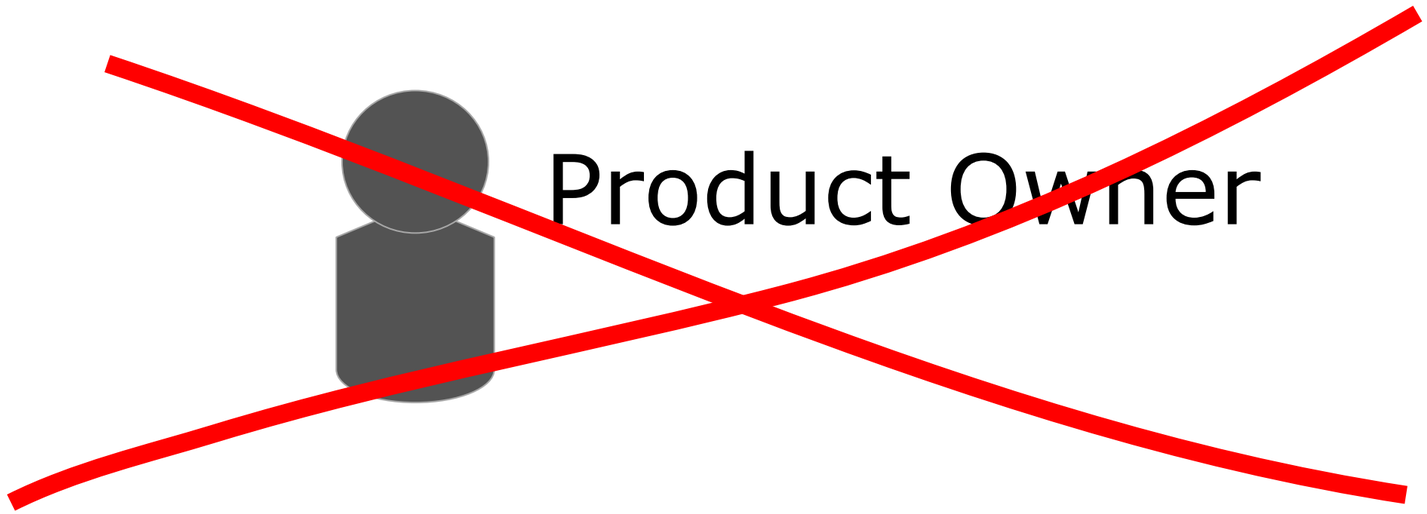

Product Owner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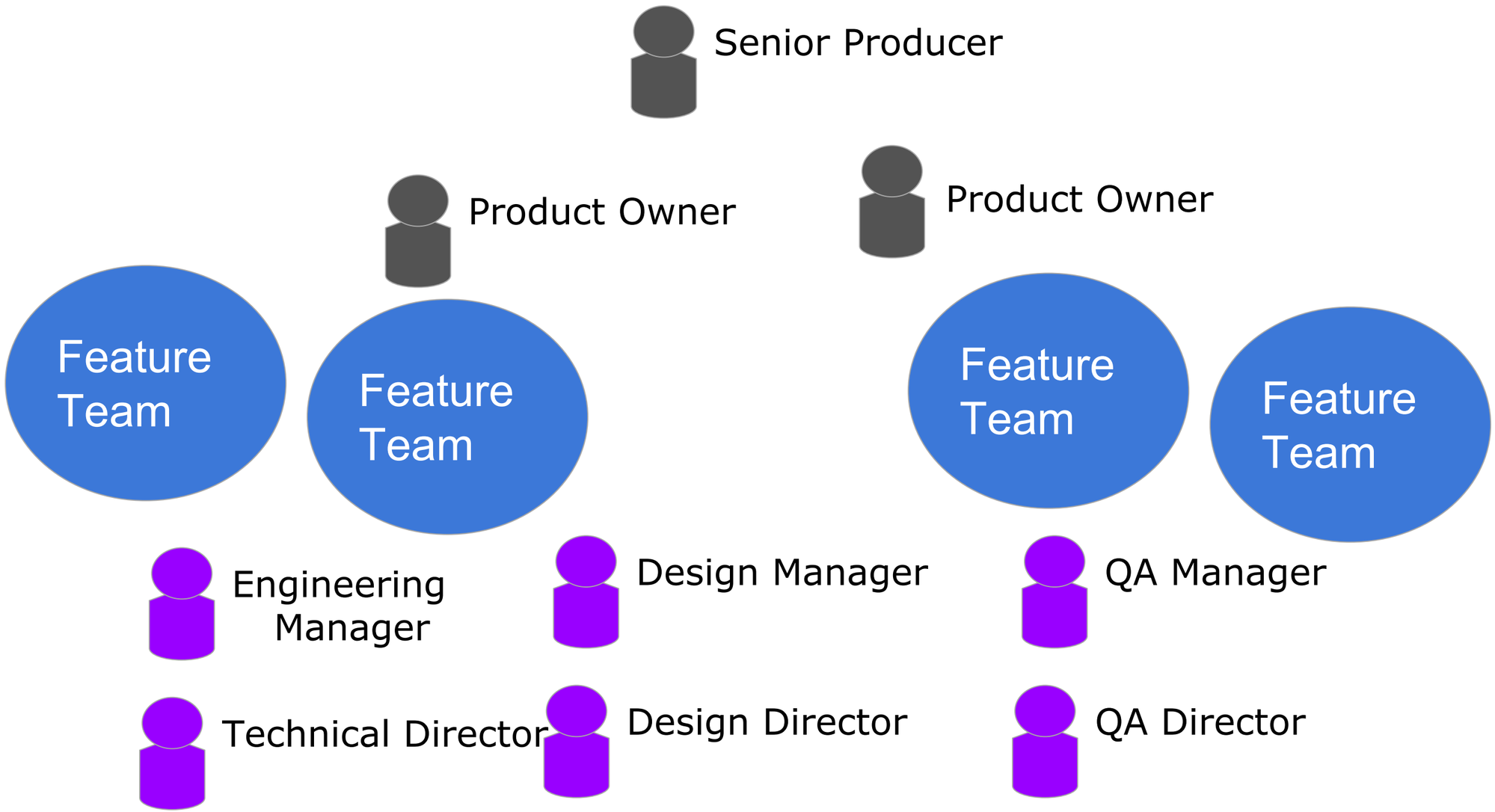
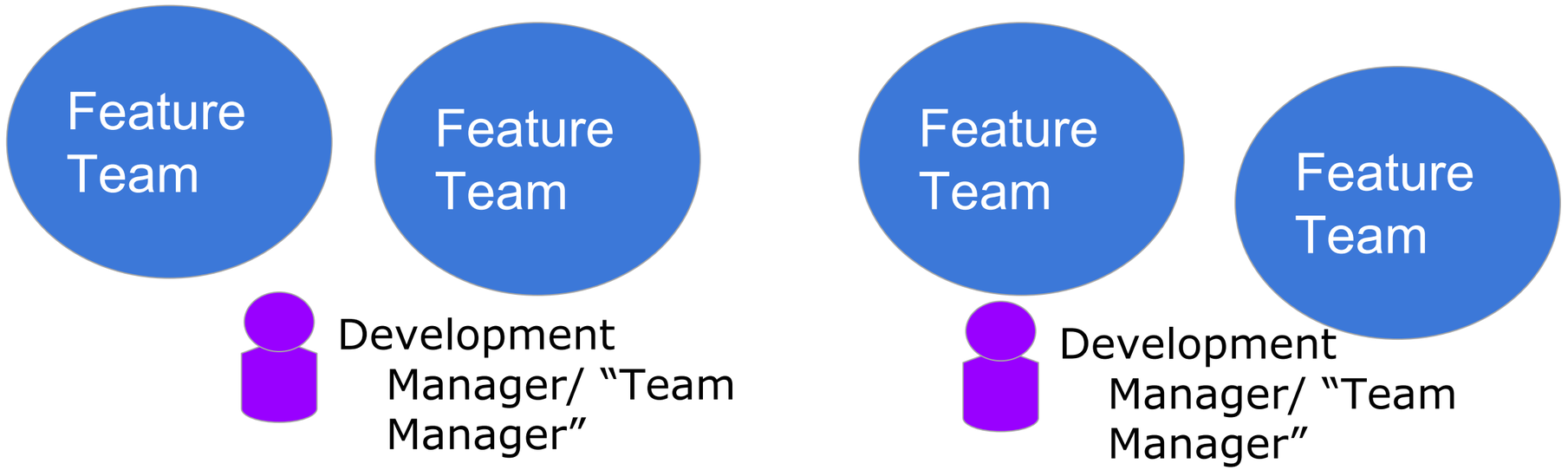

Senior Producer
Product Owner
Product Owner
Feature Team
Feature Team
Feature Team
Feature Team
Engineering Manager
Design Manager
QA Manager
Technical Director
Design Director
QA Director

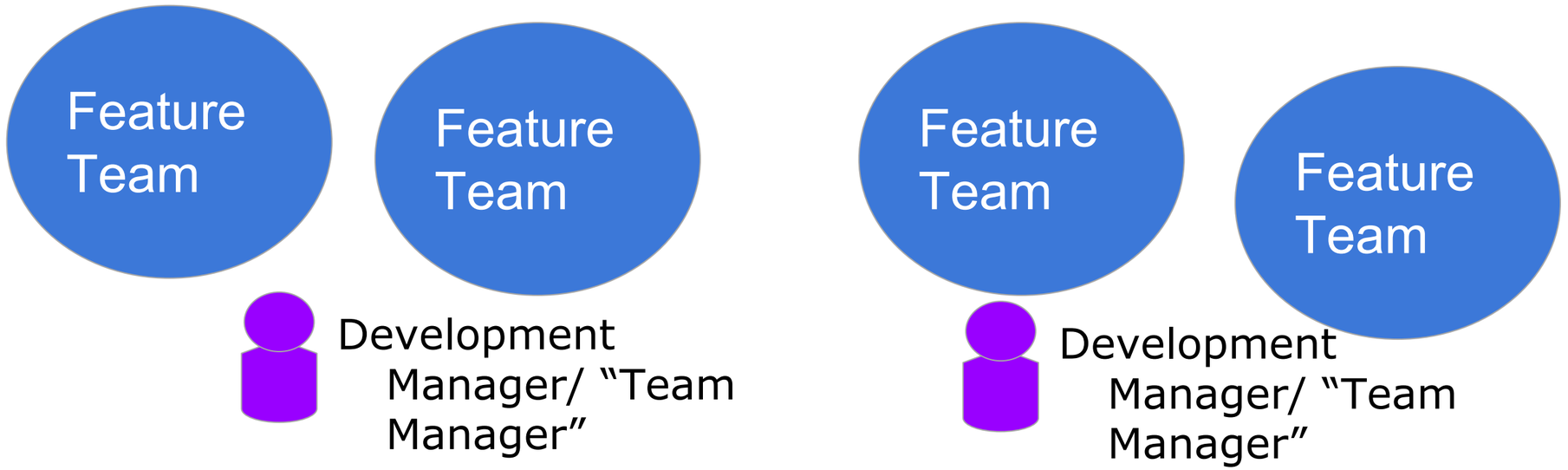


Senior Producer

Technical Director

Design Director

QA Director



Senior Producer

Technical Director

Design Director

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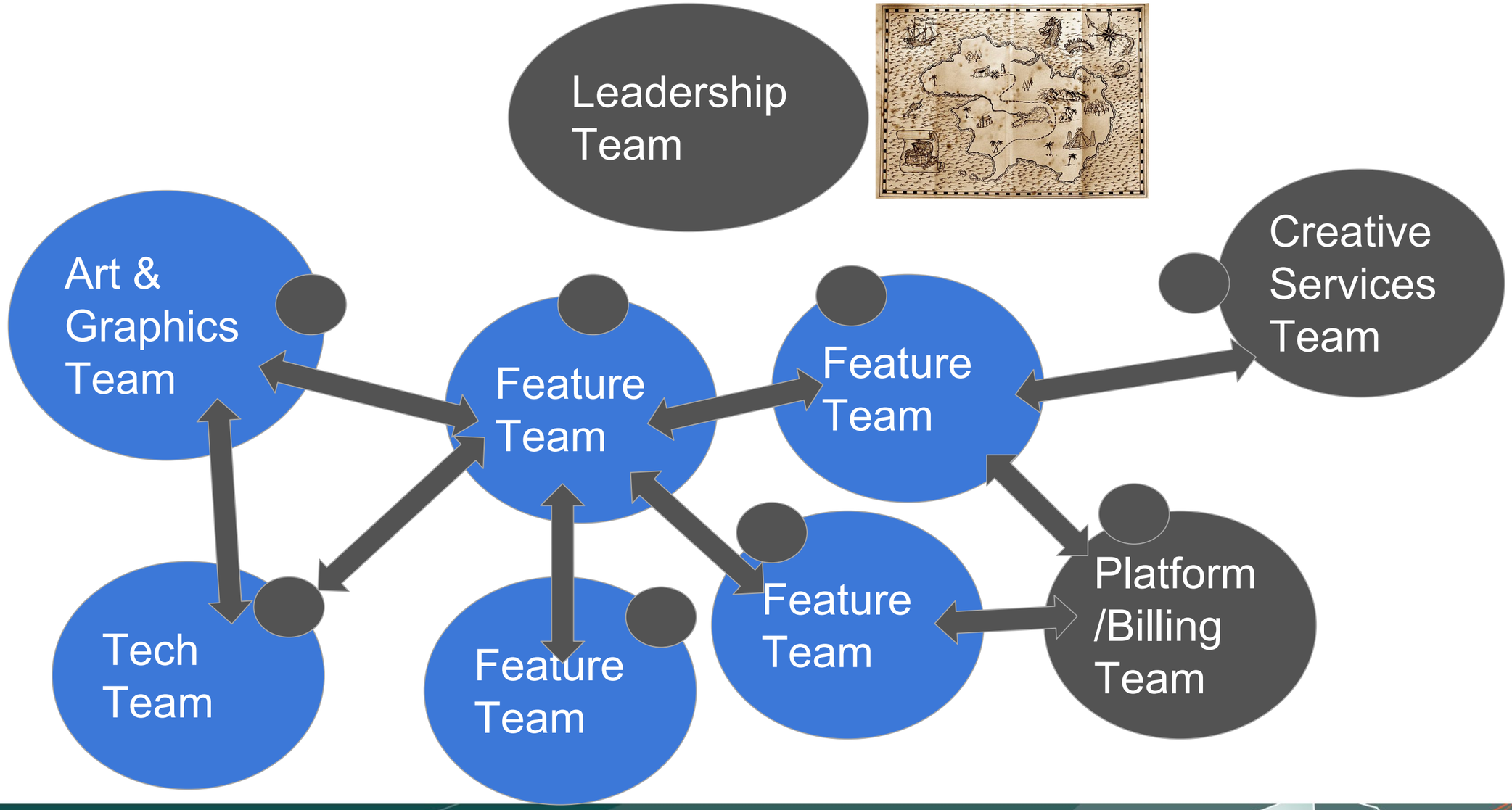
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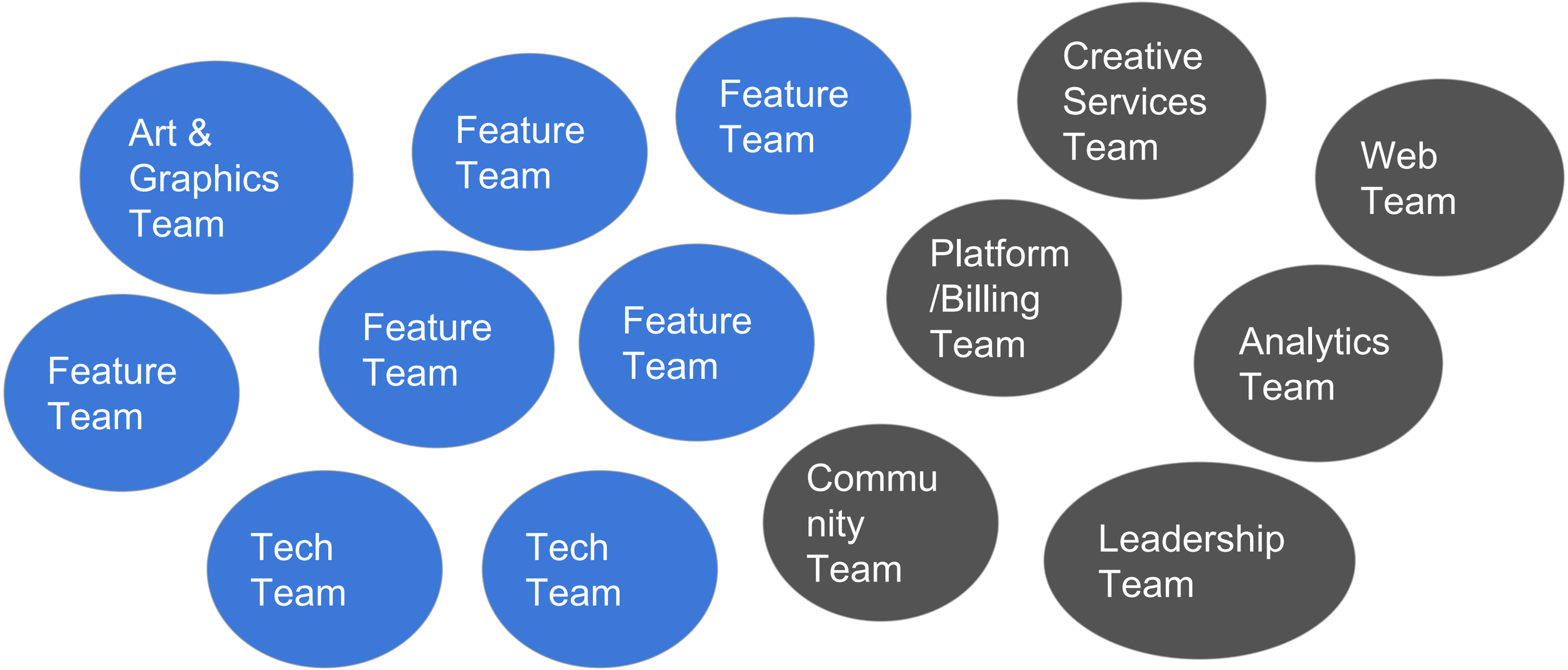
Tech Team
Feature Team
Feature Team
Platform /Billing Team

Good:

- Bottlenecks
- Victim Syndrome
- Development Managers
- Influence

Bad:

- Analytics/Metrics
- Conservative
- Small
- Isolated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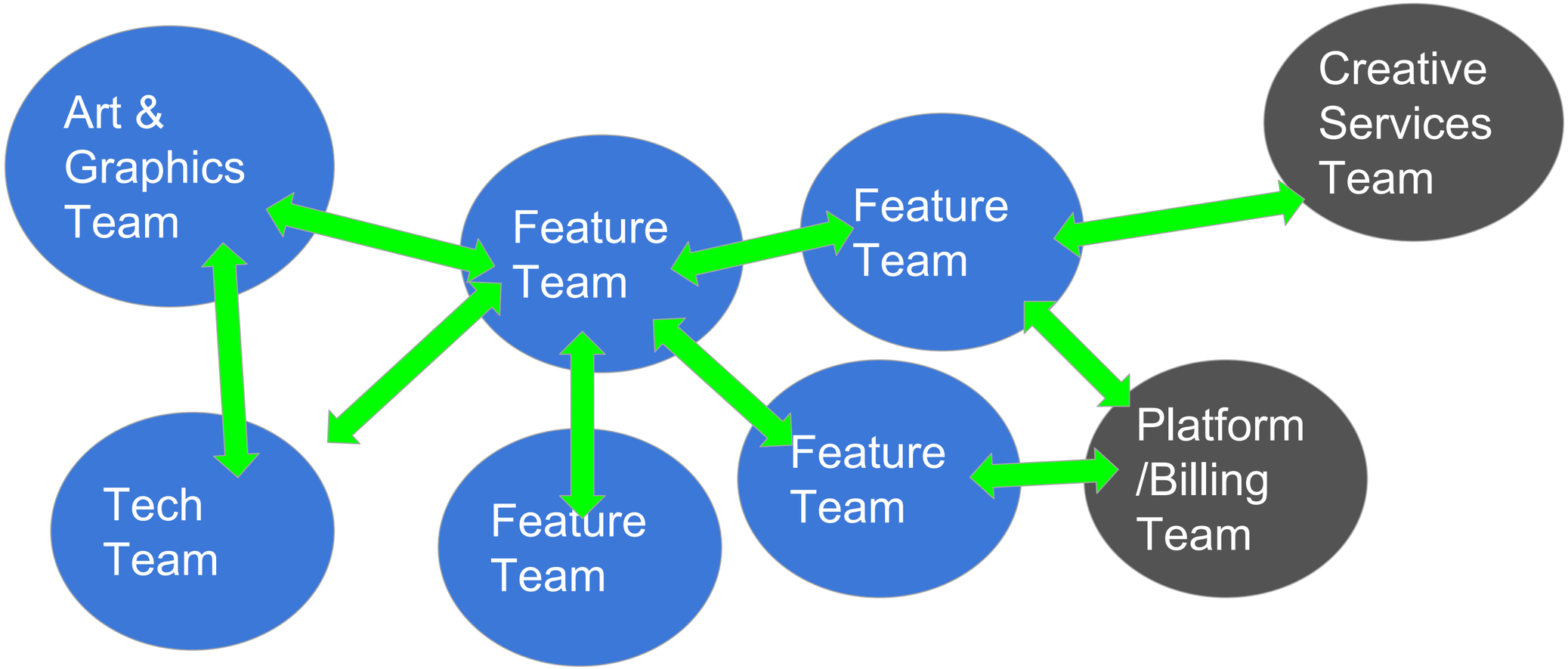
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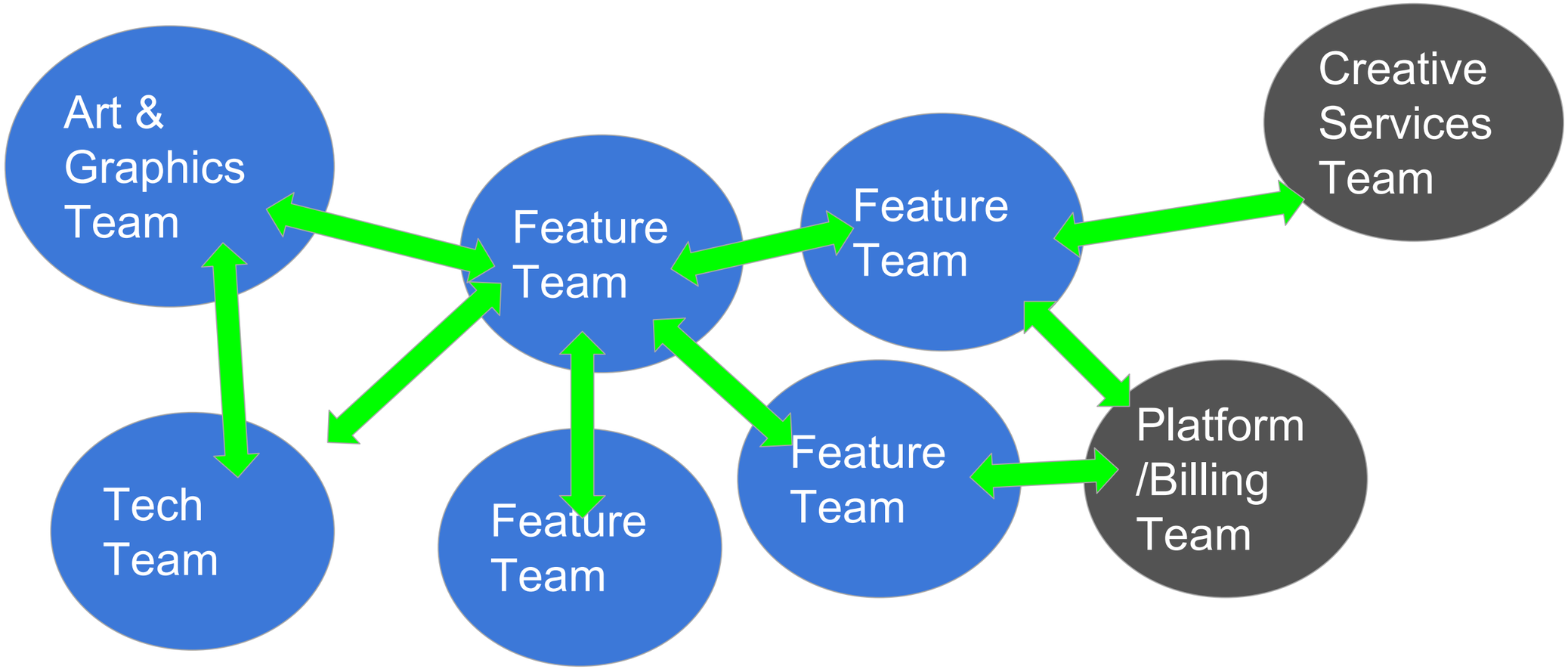
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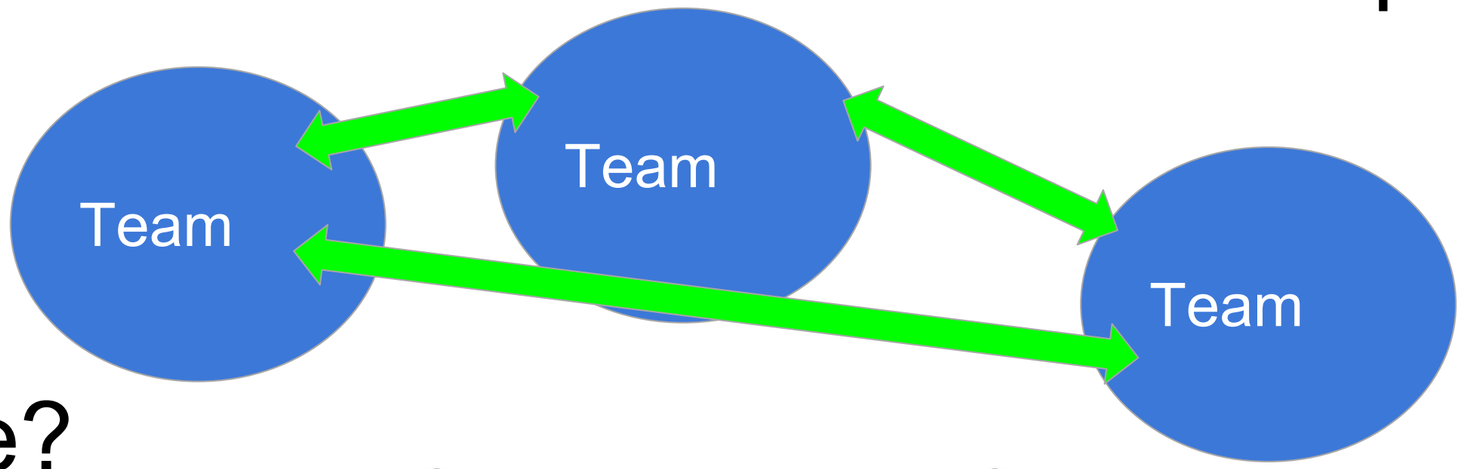
Agency?

“Job Descriptions”?



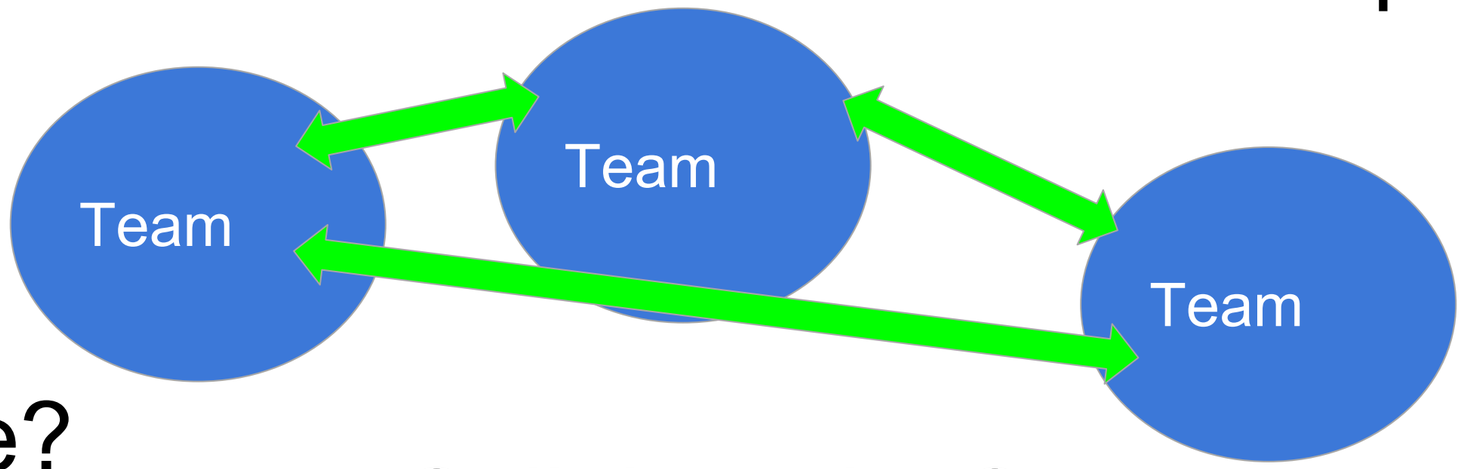
Initiative?

Collaboration?

Performance?

Agency?

“Job Descriptions”?



Initiative?

Collaboration?

Performance?

Break Time

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

Idea from Scott Crabtree
http://www.happybrainscience.com/

Chelsea Curran Adams
QA Manager, Riot Games

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Leading your Party

1. BECOMING A TEAM PLAYER
2. YOU DON'T ALWAYS HAVE TO BE THE DM
3. REDUCING FOG OF WAR
4. LEVEL UP YOUR ATTRIBUTES
5. SOMETIMES THE BEST PART OF AN ADVENTURE ISNT THE ACTION

BECOME A **TEAM**, A **PLAYER,** AND A **TEAM PLAYER**

YOU DON'T ALWAYS HAVE
TO BE THE **DM OR HOST**

REDUCE **FOG OF WAR**

LEVEL UP YOUR **ATTRIBUTES**

SOMETIMES THE BEST
PART OF AN ADVENTURE
ISN'T THE **ACTION**

TIME TO **ROLL FOR INITIATIVE**

Break Time

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

Idea from Scott Crabtree
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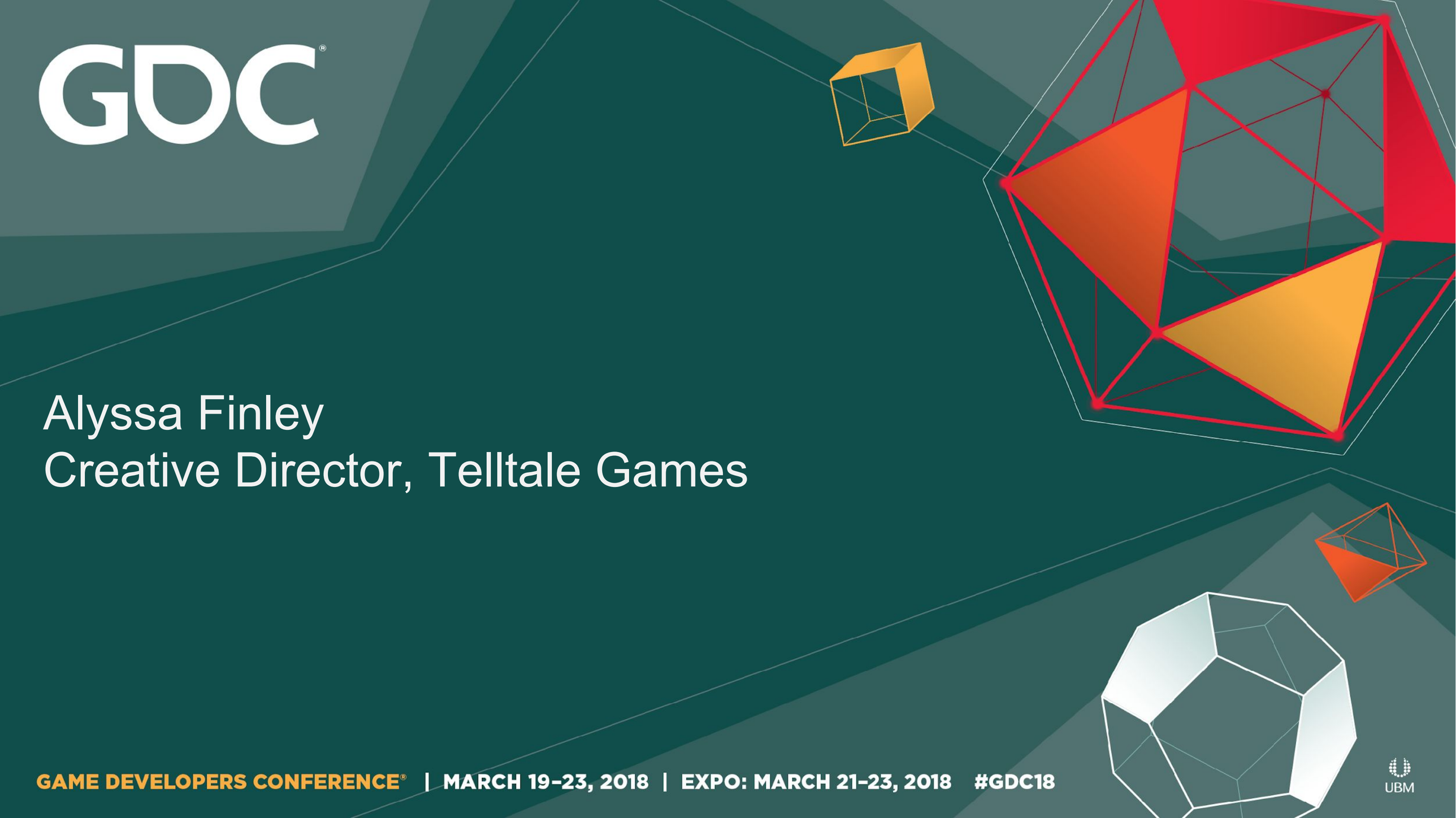

Alyssa Finley
Creative Director, Telltale Games

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- Forming
- Storming
- Norming
- Performing

Forming:

- Define Goals
- Set Ground Rules
- Listen

Forming:

- Share success criteria & constraints
- Yes AND…
- Let the solution come from the team

Storming:

- Practice makes perfect

Storming:

- Learn from setbacks together

Norming:

- Keep doing what you're doing

Performing

Performance

- Leverage the same tools

Break Time

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

Idea from Scott Crabtree
http://www.happybrainscience.com/

Tanya Watson
Co-founder, Squanch Games

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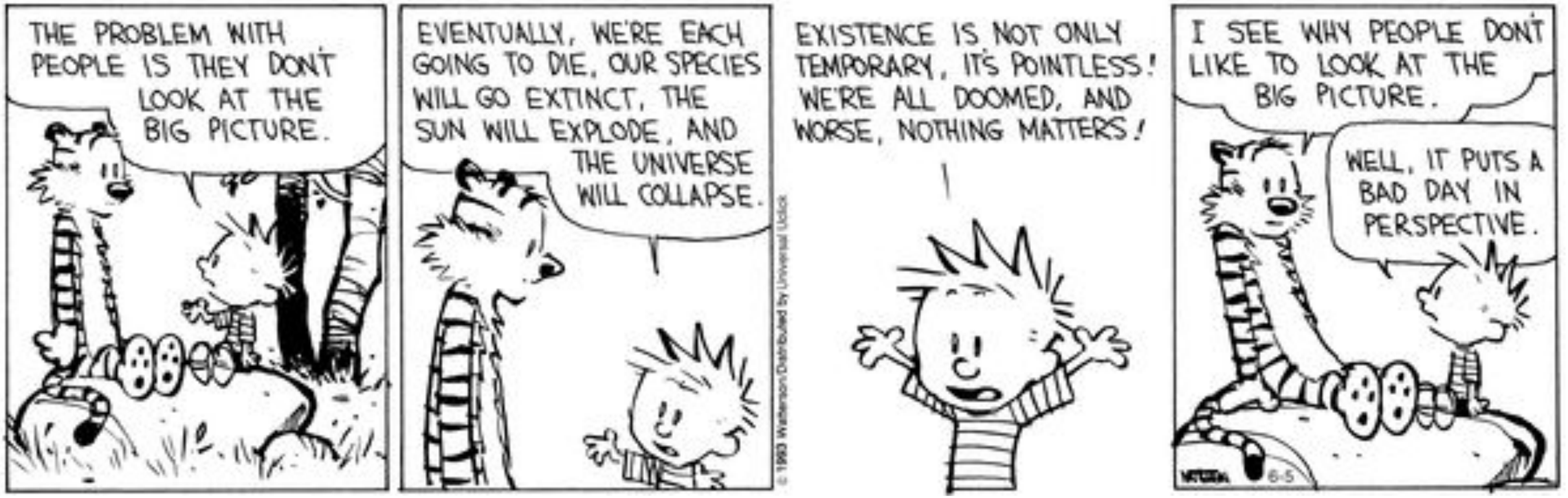
LEADERSHIP

DO THIS

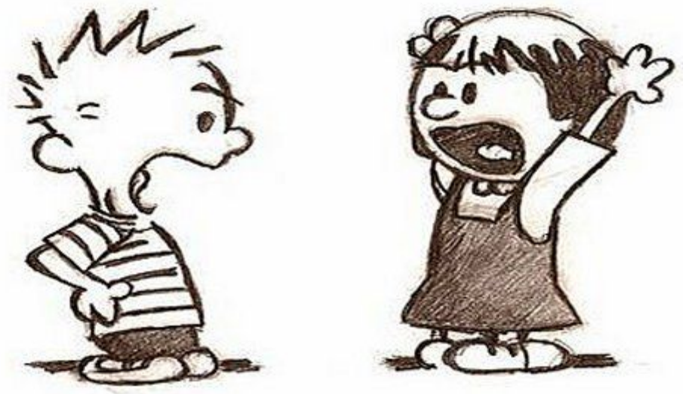
NOT THAT


THE PROBLEM WITH PEOPLE IS THEY DON'T LOOK AT THE BIG PICTURE.
EVENTUALLY, WE'RE EACH GOING TO DIE, OUR SPECIES WILL GO EXTINCT, THE SUN WILL EXPLODE, AND THE UNIVERSE WILL COLLAPSE.
© 1993 Watterson/Distributed by Universal Uclick
EXISTENCE IS NOT ONLY TEMPORARY, IT'S POINTLESS! WE'RE ALL DOOMED, AND WORSE, NOTHING MATTERS!
I SEE WHY PEOPLE DON'T LIKE TO LOOK AT THE BIG PICTURE.
WELL, IT PUTS A BAD DAY IN PERSPECTIVE.
6-5

INVESTIGATE

INVESTIGATE

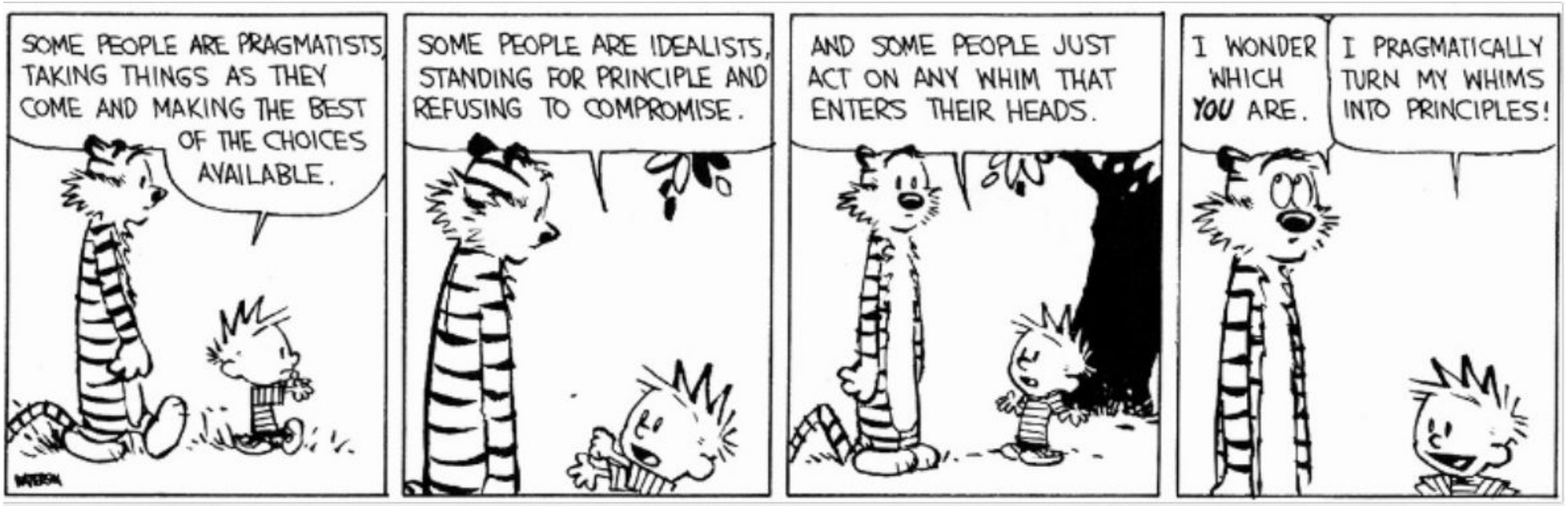
ACT (at least, not immediately)



GET PEOPLE TOGETHER

GET PEOPLE TOGETHER

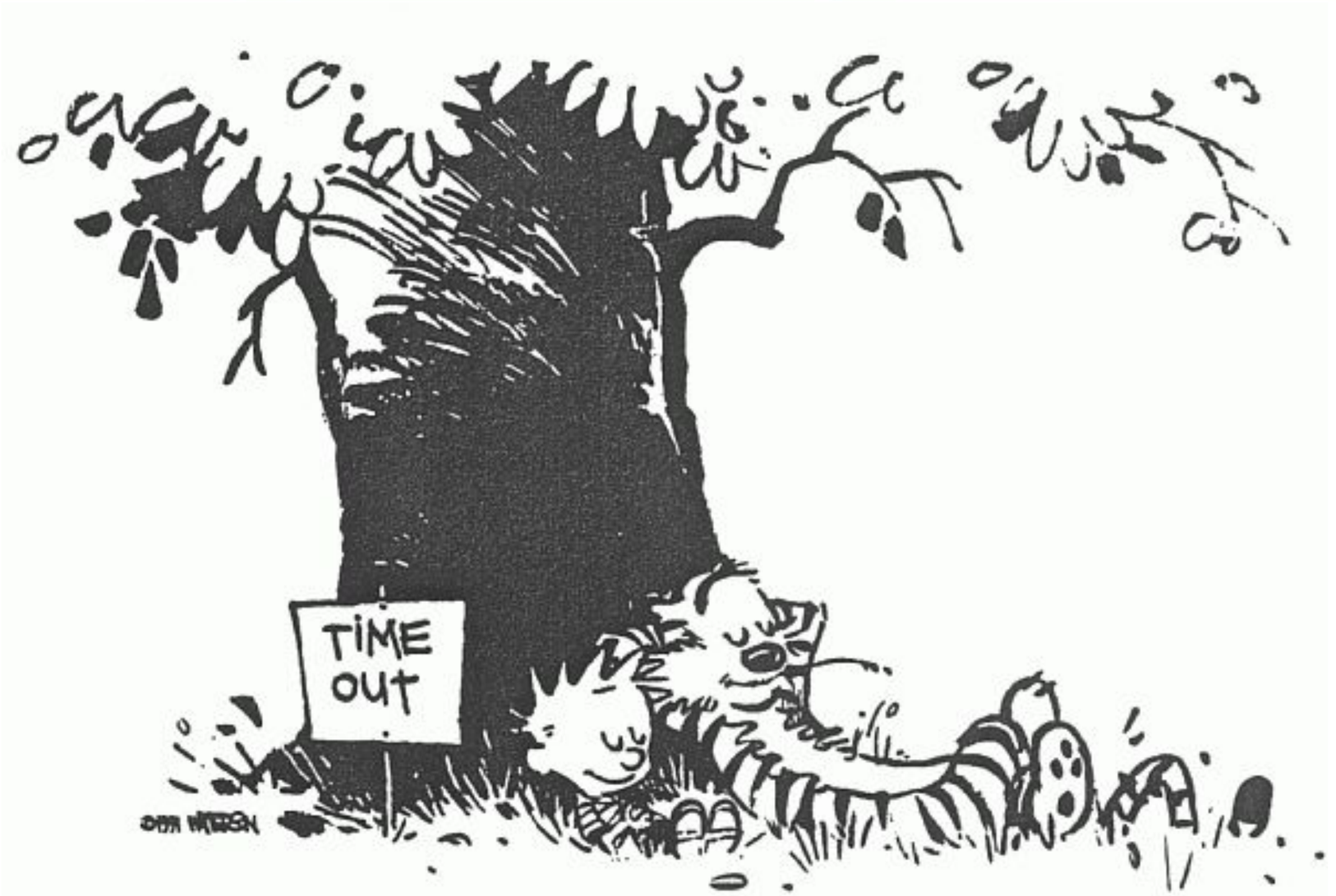
ONLY SOLVE PROBLEMS 1:1


SOME PEOPLE ARE PRAGMATISTS, TAKING THINGS AS THEY COME AND MAKING THE BEST OF THE CHOICES AVAILABLE.
SOME PEOPLE ARE IDEALISTS, STANDING FOR PRINCIPLE AND REFUSING TO COMPROMISE.
AND SOME PEOPLE JUST ACT ON ANY WHIM THAT ENTERS THEIR HEADS.
I WONDER WHICH YOU ARE.
I PRAGMATICALLY TURN MY WHIMS INTO PRINCIPLES!

MULTI-MODAL COMMUNICATION

MULTI-MODAL COMMUNICATION

ASSUME UNDERSTANDING


TIME
OUT

PRIORITIZE 10 MINS TO BE EFFECTIVE

PRIORITIZE 10 MINS TO BE EFFECTIVE

BE TOO BUSY TO SET ASIDE PREP TIME

YOU GET BACK HERE AND PICK EVERY ONE OF THOSE DEAD BUGS OUT OF MY SHAMPOO!! I MEAN NOW!

CONSIDER YOUR BUSINESS AND PEOPLE GOALS

CONSIDER YOUR BUSINESS AND PEOPLE GOALS

ONLY CONSIDER WHAT NEEDS TO “GET DONE”

✓	✗
INVESTIGATE	ACT
GET PEOPLE TOGETHER	TRY TO SOLVE PROBLEMS 1:1
COMMUNICATE WITH THE POWER OF THREES	ASSUME UNDERSTANDING
PRIORITIZE TIME TO BE EFFECTIVE	BE TOO BUSY TO SET ASIDE PREP WORK
CONSIDER PEOPLE AND BUSINESS GOALS	ONLY FOCUS ON WHAT NEEDS TO “GET DONE”

Calvin and Hobbes
Z
Z
Z
Z
Z

Break Time

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Idea from Scott Crabtree
http://www.happybrainscience.com/

Q&A

- Andie
- Chelsea
- Alyssa
- Tanya - @tanyuhhhhhhh | tanya@squanchgames.com
- Grant - @g_shonk | gshonk@gmail.com