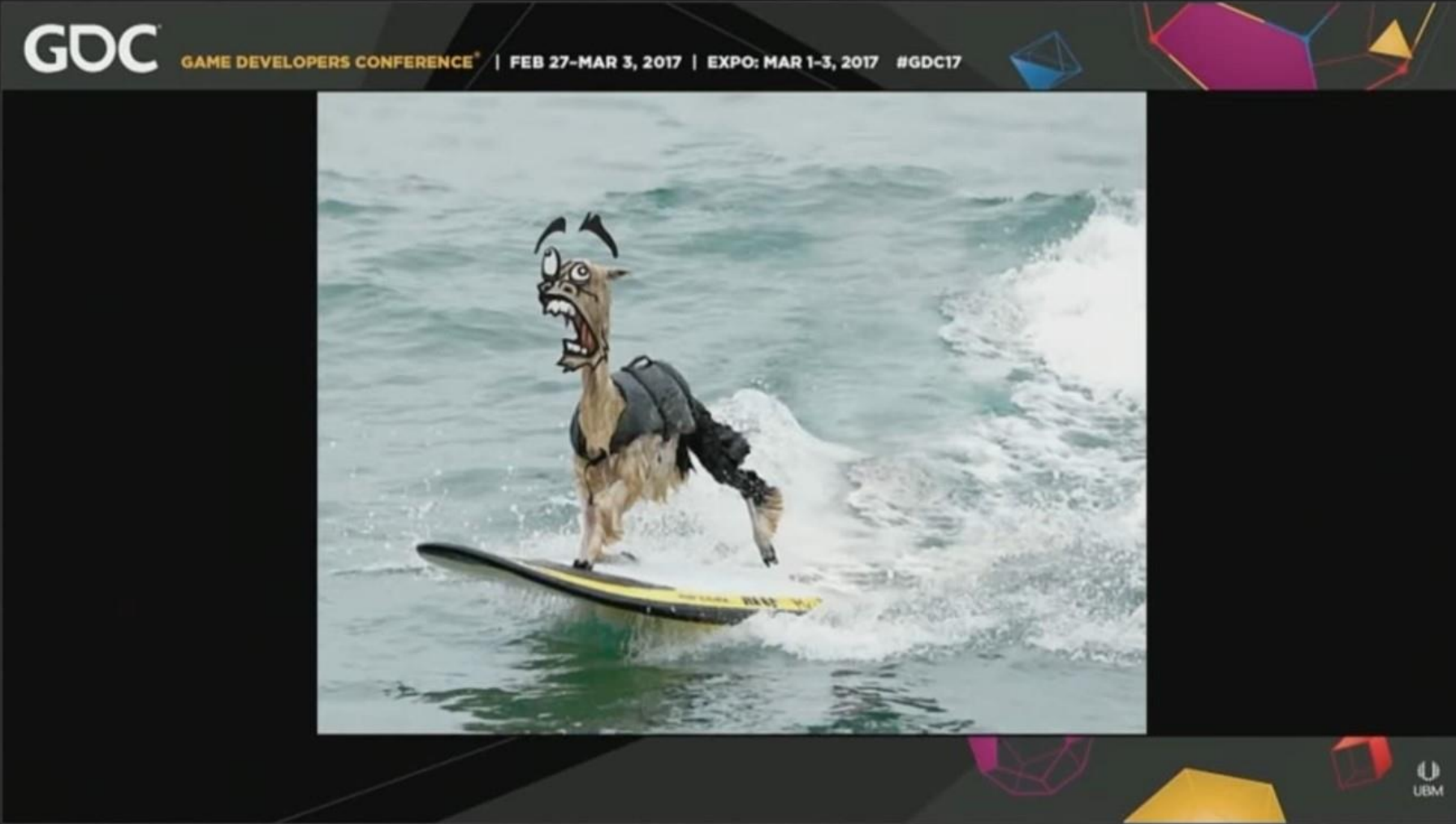# ARTIST VS MANAGER

KACPER NIEPOKÓLCZYCKI
LEAD ENVIRONMENT ARTIST, CD PROJEKT RED

GDC   CD PROJEKT

DISCLAIMER

- Based on my perspective

- Everyday topics

- Not directly art focused

"PEOPLE DON'T LEAVE BAD JOBS,
THEY LEAVE BAD BOSSES."

A FEW WORDS
ABOUT MYSELF

- Ambitious and resilient

- Love to work with people

- Believe in hard work

- Love to create

- Perfectionist

GDC   CD PROJEKT

AFTER
THIS TALK

- Clear*(er)* picture

RATING PENDING

RP

ESRB

May contain content inappropriate for children.

Visit esrb.org for rating information.

GDC

CD PROJEKT®

AWESOME TEAM!

MANAGER

GDC   CD PROJEKT

FIRST
STEP

- The will to change yourself

GDC   CD PROJEKT

LOVE TO WORK
WITH PEOPLE

- Build teams

- Everyday interactions

- Support and help each other

CD PROJEKT®

EXPERT

- New employee mentoring

- Creating the architecture / design / foundations of the solutions in disciplines

- Creating content with their own hands

- Estimating the time needed to complete the task

- Resolving the most difficult cases

- Participating in the process of planning milestones for roadmaps / timelines

- Setting the standard in their discipline

- Advising upper management with their expertise

- Participating in future project planning – planning the headcount, building teams, etc.

- Being a supportive role model for a team during difficulties

- Quality approval

- Setting the direction and goals for their discipline

- Employee "hard skills" evaluation

- Prioritizing work in the team

LEAD

- Prioritizing tasks internally and externally

- Distributing duties among leads of other teams

- Risk management

- Supervizing staff daily

- Making decisions during controversial / contested situations in their disciplines

- Supporting / organizing team-building events

- Monitoring and taking care of employees' emotions

- Assigning people to specific tasks / resources

- Participating in the process of firing an employee

- Employee "soft skills" evaluation

- Creating a positive work environment

- Self-improvement in the leader role

- Resolving conflicts

- Participating in employee promotions

- Headcount / resource planning

- Setting directions and goals for their discipline

MANAGER

- New employee onboarding (formal process)

- Organizing training for the team

- Filling out "soft skill" feedback

- Processing employee leave and vacation requests

The Office US (TV Series 2005-2013), NBC
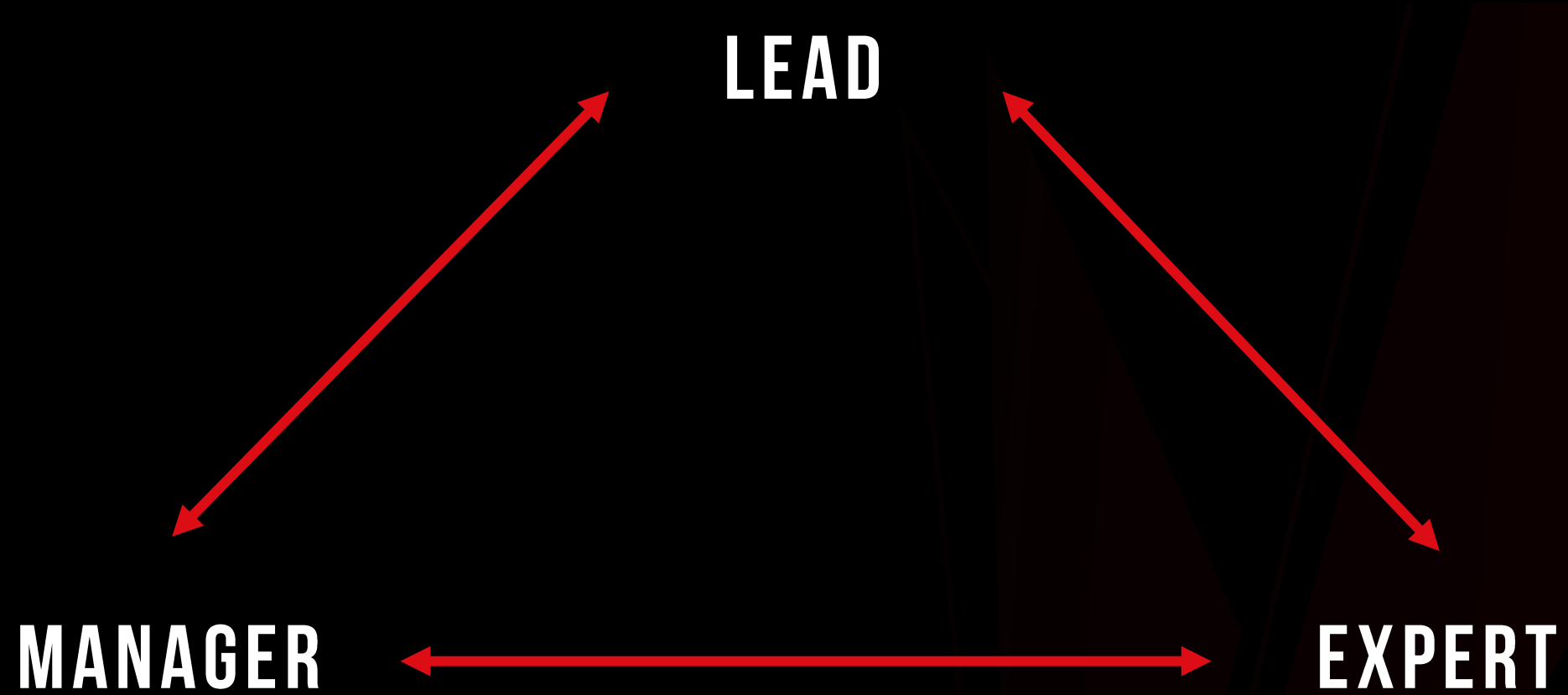
LEADING

- Create Team DNA

- Get Results **OUR Team**

- Big influence on people's lives

- Being hands ON

LEADING

MOTIVATING

- Ownership

- Empathy

- Appreciation
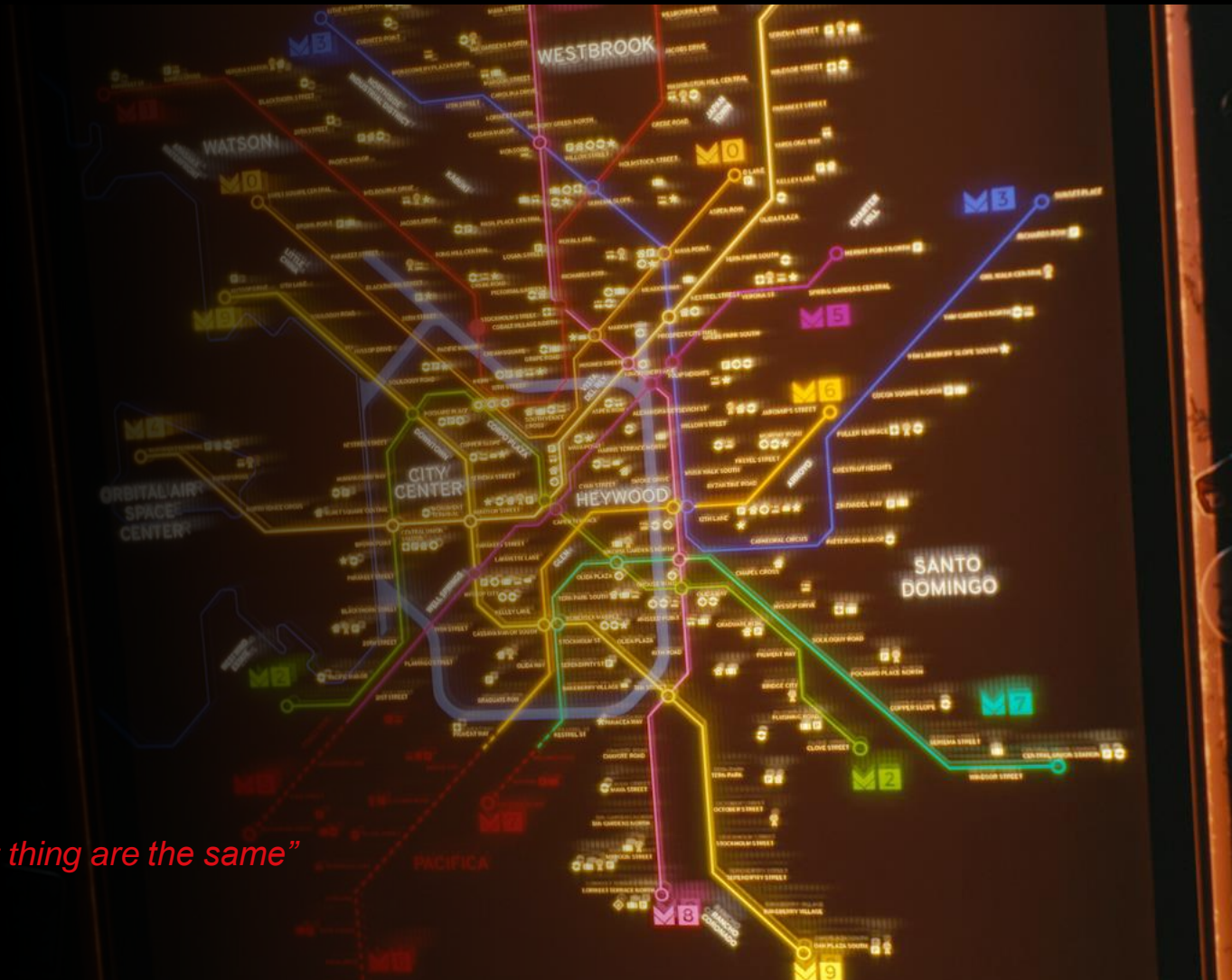
- Recognition

LEADING
KEEPING MOTIVATION GOING

- Motivating yourself and others

- Habits

- Discipline

LEADING
TOUGH DECISIONS

"Sometimes the hardest thing and the right thing are the same"

- The Fray -

LEADING
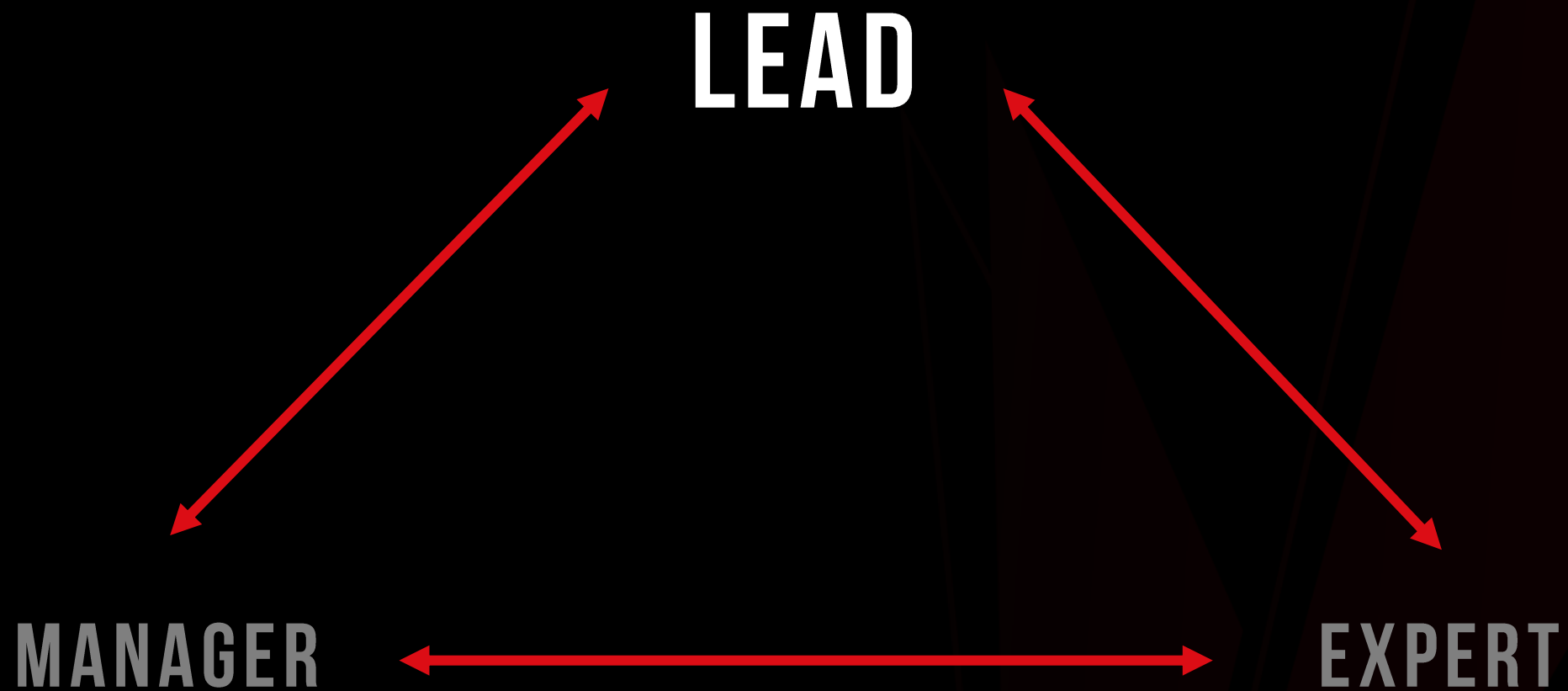## BEING OUTSIDE OF YOUR COMFORT ZONE

- ALL the time
- Putting out fires
- Building trust

I don't know . . .

LEADING
SMALL TIPS

- Follow your instincts

- Listen to the team

- See the big picture

- Prioritize and execute
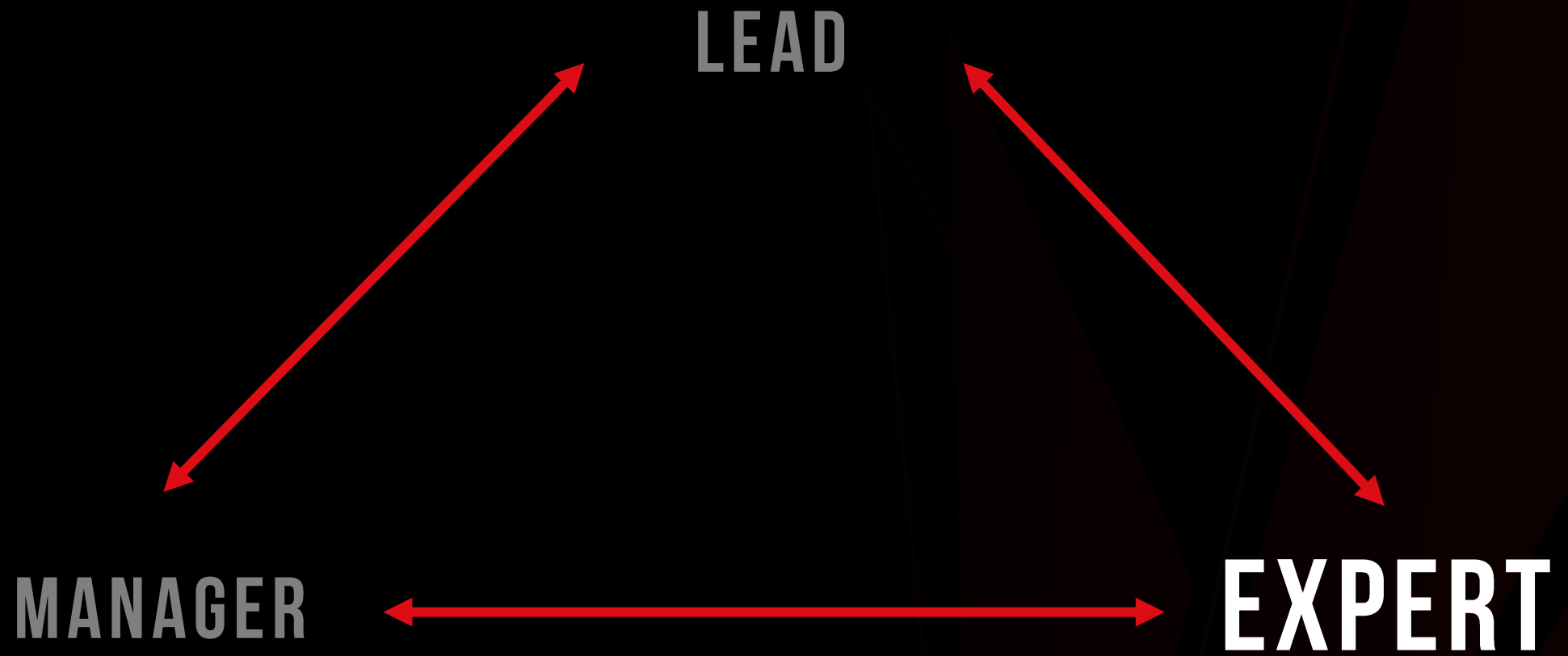
GDC   CD PROJEKT

EXPERTISE
CREATIVE INPUT

- Different types of creative input

- Being hands ON

- Keep improving yourself
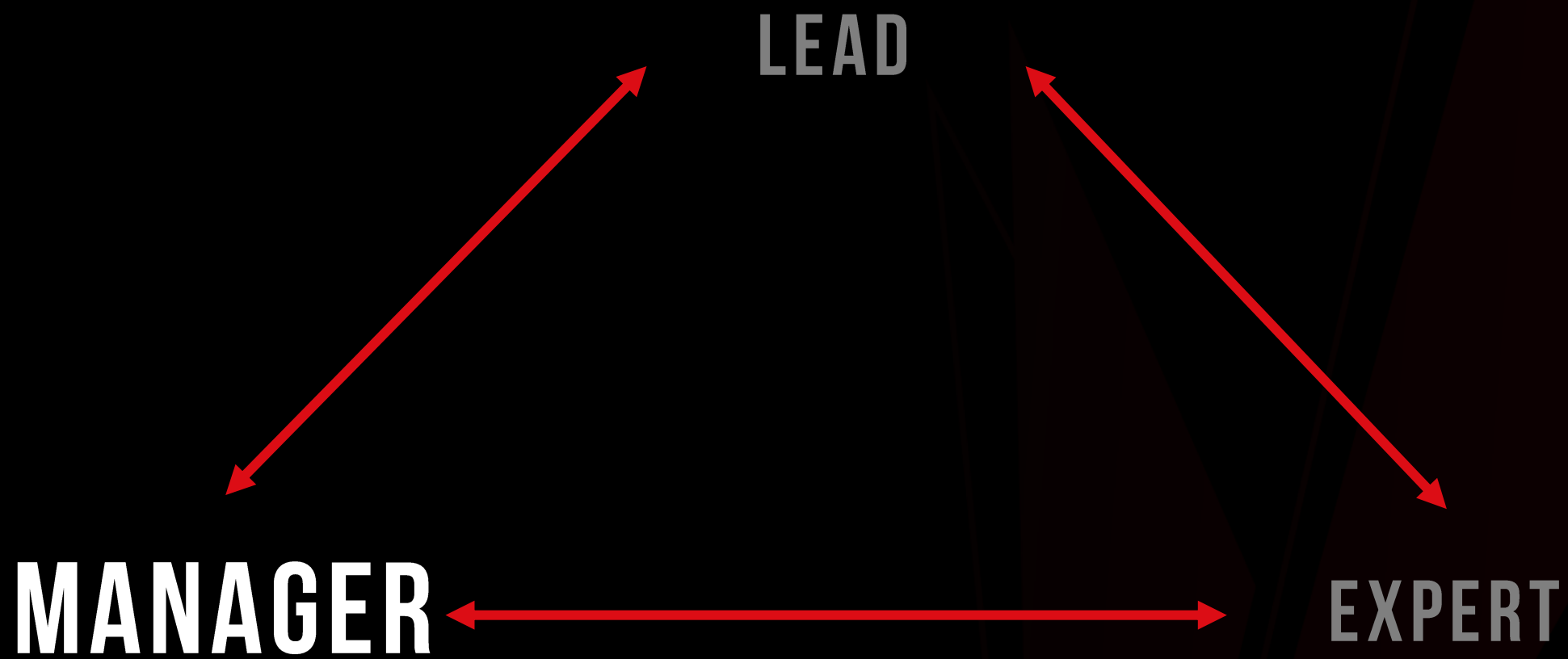
EXPERTISE
BIG, SMALL PICTURE

EXPERTISE
WORKING TOGETHER

CD PROJEKT

MANAGING
THE OTHER SIDE OF THE COIN

- Feedback

- Meetings

- Excel sheets

- Planning

-

-

MENTORING

- Constructive feedback

- Teams

- Development path

- Self-improvement

"Train people well enough so they can leave, treat them well enough so they don't want to."
- Richard Branson -

GDC   CD PROJEKT®

THE LONELINESS OF A MANAGER

"Loneliness is a required course for leadership."
      - Elisabeth Elliot -

GDC   CD PROJEKT

MANAGER BURNOUT

66%
BURNOUT

76%
OVERWHELMED

59%
OVERWORKED

72%
INCREASED PRESSURE

59%
LONG HOURS

GDC   CD PROJEKT®
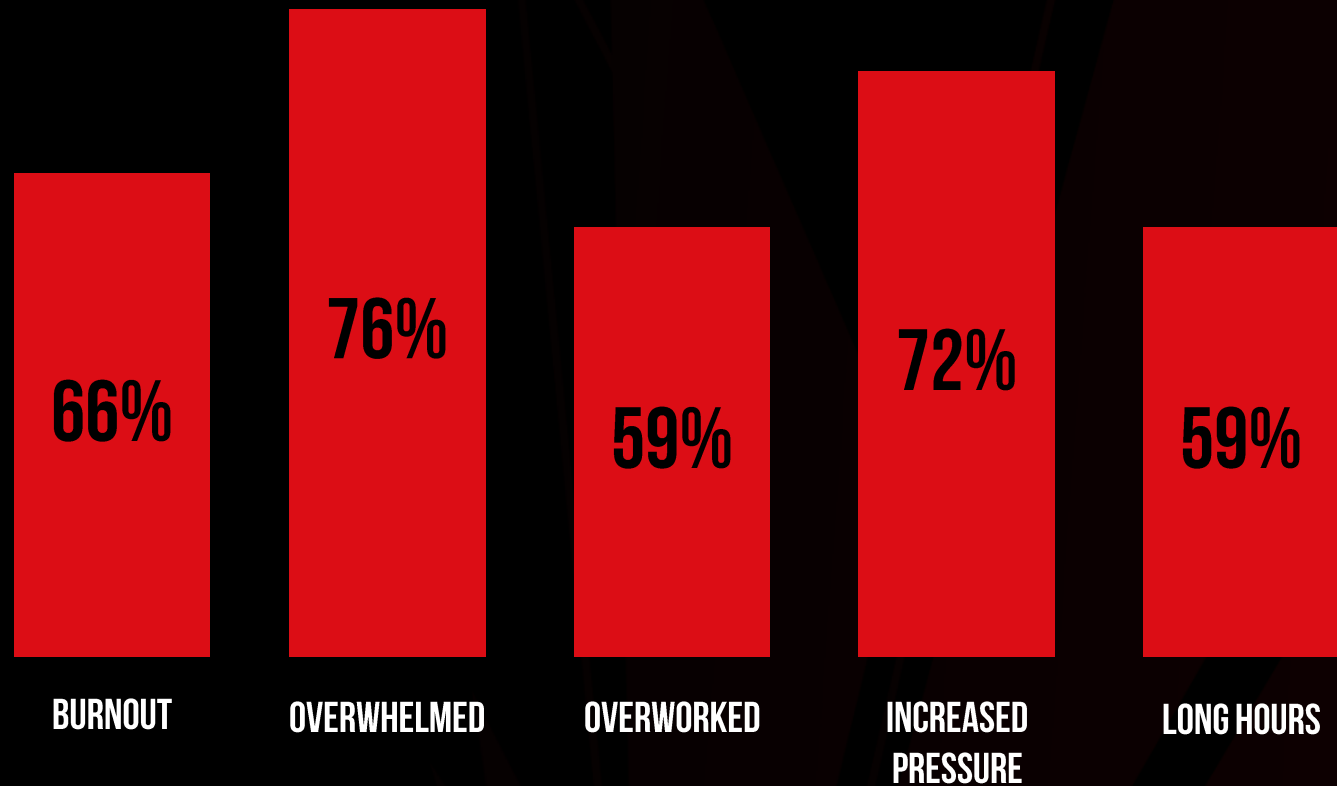
THE HARD

- Go for it!

The Office US (TV Series 2005-2013), NBC

MY RECIPE

- Change perspective / detach

- Improve all the time

- Don't stop creating

- Listen to the team

- Delegate

- Prioritize and execute

- HAVE FUN!

GDC   CD PROJEKT®

HUGE
THANK YOU!

Environment Art Team!

CD PROJEKT®

HUGE
THANK YOU!

HR Partner	Agata Dziewulska
Art Director	Lucjan Więcek
Art Director	Jakub Knapik
Art Director	Paweł Mielniczuk
Lead Environment Artist	Michał Janiszewski

CD PROJEKT RED TEAM

GDC   CD PROJEKT®

THANK YOU!

kacper.niepokolczycki@cdprojektred.com

MILES TOST

LEVEL DESIGN SUMMIT:

BENEFITS OF MISSING OUT:

WHAT 'CYBERPUNK 2077' TAUGHT US ABOUT LEVEL DESIGN

TUE, MARCH 21, 1:20 PM

PAWEŁ SASKO

10 KEY QUEST DESIGN LESSONS FROM
'THE WITCHER 3' AND 'CYBERPUNK 2077'

WED, MARCH 22, 9:00 AM

JAKUB KNAPIK (CD PROJEKT RED)
PAWEŁ KOZŁOWSKI (NVIDIA)

'CYBERPUNK 2077' RT OVERDRIVE: BRINGING PATHTRACING INTO NIGHT CITY

WED, MARCH 22, 10:30 AM

MAREK BIELAWSKI

POPULATING THE WORLD WITH AN ACOUSTIC GRAPH IN 'CYBERPUNK 2077'

WED, MARCH 22, 11:30 AM

KAJETAN KASPROWICZ

THREE MUSKETEERS OF NARRATIVE DESIGN
IN 'CYBERPUNK 2077'

THU, MARCH 23, 10:00 AM

CHARLES TREMBLAY

BUILDING NIGHT CITY: THE TECHNOLOGY OF
'CYBERPUNK 2077'

THU, MARCH 23, 11:30 AM

TOMMI NYKOPP, MIKOŁAJ SZWED

LOCALIZATION OF 'CYBERPUNK 2077':
TECHNOLOGY, TOOLS AND APPROACH

FRI, MARCH 24, 10:00 AM

COLIN WALDER

SOUNDS OF NIGHT CITY: AUDIO TECHNOLOGY OF 'CYBERPUNK 2077'

FRI, MARCH 24, 1:30 PM

GDC   CD PROJEKT®

WE ARE **CD PROJEKT RED,**
CREATORS OF THE WITCHER SERIES OF GAMES,
AND MOST RECENTLY — CYBERPUNK 2077.

We are headquartered in **Warsaw, Poland,** with studios in **Cracow** and **Wroclaw.** In **North America,** we operate in **Vancouver** and will be opening a new studio in **Boston** to drive development on the follow-up to Cyberpunk 2077.

JOIN US!

GDC   CD PROJEKT®

Q & A