

# Switching Leadership Styles

in Game Development Practice

**Stan Just**

Producer at 11 bit studios S.A.

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producer at 11 bit studios

EMBA student at UQAM / WSE

MA in Psychology

worked on:

1. „Two Worlds II”
2. „Two Worlds II Castle Defense”
3. „Two Worlds II Pirates of the Flying Fortress”
4. „3SwitcheD”
5. „Sacrilegium”
6. „Anomaly Warzone Earth”
7. „Funky Smugglers”
8. „Sleepwalker’s Journey”
9. „Anomaly Korea”
10. „ANOMALY 2”
11. Unannounced project





We need this functionality!



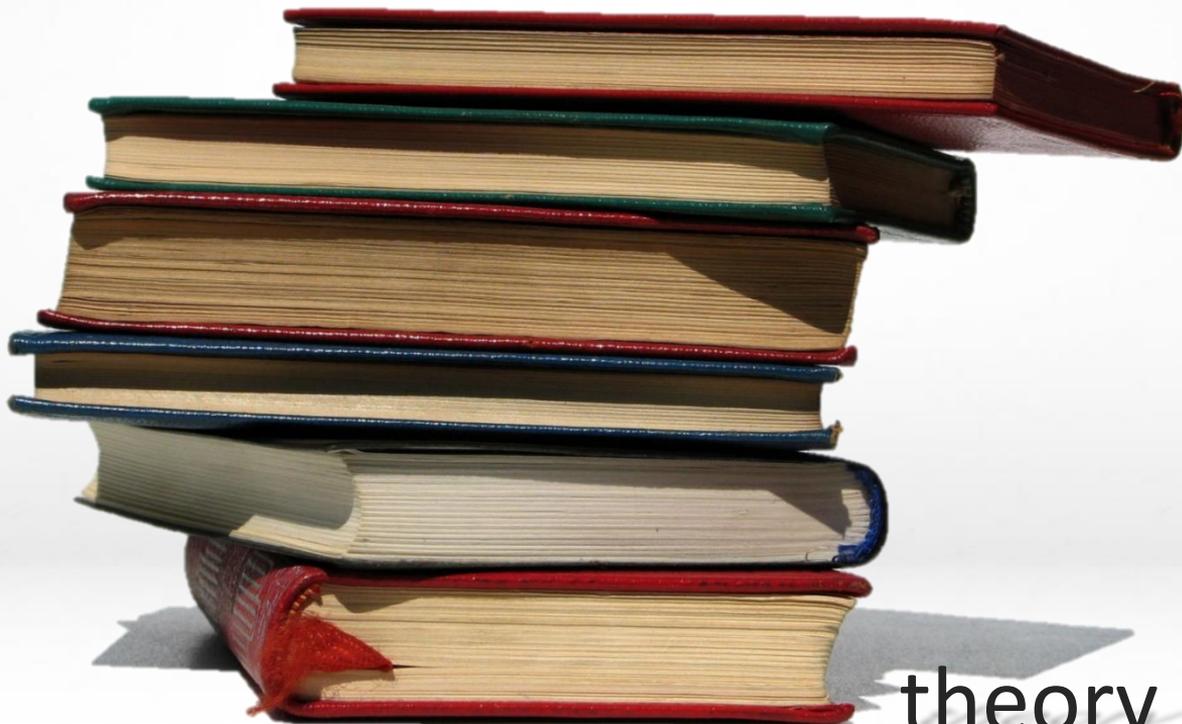


How should I approach  
my team?





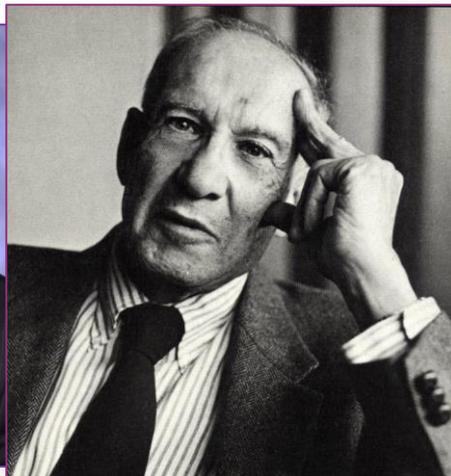
Time + Quality + Satisfaction



theory

„...effective leaders must be both insightful and flexible”

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task signi



[employee -> and exper]

EMPLOYEE READINESS

„...effective leaders must be both insightful and flexible”



styles

Selling  
Participating  
Delegating

EXAMPLE



Sailing  
RPG

# Selling

A man in a dark suit and purple tie is on the left, speaking to a group of ten people on the right. The group consists of ten stylized, faceless human figures wearing purple shirts and blue lanyards, each holding a tablet. A large purple speech bubble originates from the man in the suit, containing the text. The background is a plain white surface with a subtle shadow beneath the figures.

We need to make a boat on which  
a player will sail.  
We got only 10 days so I will keep  
a close eye on the execution.

# Selling



I was thinking to make a 3-person small boat like Omega but I'm not sure about the sails...

The size is good but the controls have to be easy. Let's stick to just one sail.



# Selling



- + best control
- + (sometimes) best quality
- + easy to get approval
- + low process costs  
(infrequent discussions)
- + good for beginners
- + most intuitive

- time-consuming
- worst communication
- demotivating for best performers
- unequal distribution of labor
- low creativity

# Participating



We all concluded that adding a sailing feature would be valuable for the game. We got only 10 days though. How would you propose to work on that? I know a bit about sailing so I could help with balancing the controls.

# Participating



- + moderate control
- + very creative
- + easier to get acceptance
- + best communication
- + good for best performers willing to cooperate
- + often best quality

- highest process costs
- hard to conduct
- time-consuming
- requires a leader willing to share power
- might prove worst when situation requires a quick, hard decision

# Delegating



We need to make a boat on which a player will sail.  
You know what to do. So...yeah. You got 10 days.



# Delegating



- + most satisfying when successful
- + best for handling easy tasks
- + a lot of freedom
- + low process costs
- + good for best performers wanting to work on their own

- minimal control
- hard to get approval
- risky (might get worst results)
- bad for inexperienced workers

styles

Selling  
Participating  
Delegating

PRACTICE

# Selling

„ (...) informal leaders – most talented/experienced members – support less experienced colleagues in **choosing their tasks and they are also the ones that review their work** so that they can learn faster and become more independent. ”

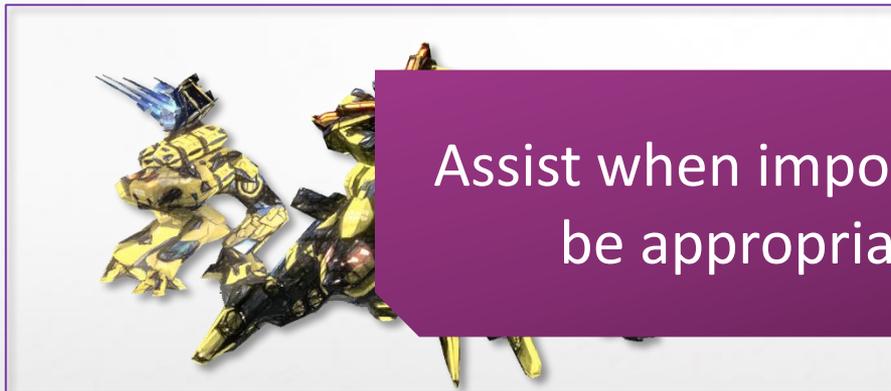
*Maciej Miqsik, Producer at one2tribe*

# Selling

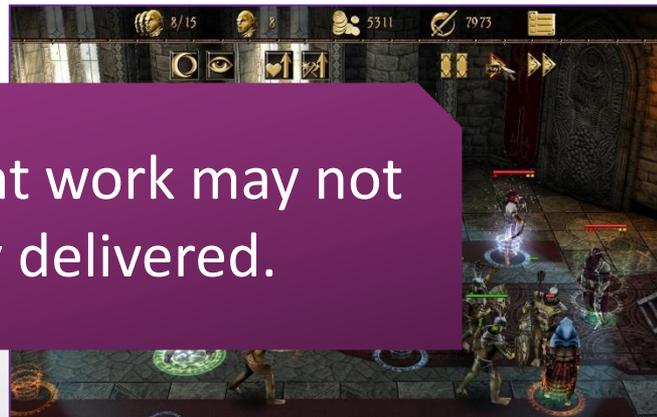
„Well... it depends on the tasks at hand. When it is something relatively easy I delegate and check the results but on the other side **if they don't know how to do something or I need it to be done perfectly I'm checking every step** or do it with them. On the third side when time is of the essence I'm sitting down with them and work more as an additional asset than a manager.”

*Szymon Erdmański, Project Manager at Reality Pump*

# Selling



Assist when important work may not be appropriately delivered.



# Participating

„...it tend to look differently on different levels of management. (...) designers work very closely with each other - there are **a lot of discussions** and meetings going on. They also **involve artists to the design process** to achieve the best results.”

*Piotr Żygadło, Vice-President at Artifex Mundi*

# Participating



Participate with your best talents to  
deliver greatest quality.



# Delegating

“Usually we utilize co-creation [democratic] but in “special” situation our actions divert toward other styles.

In “crisis” situation, when there is a feeling that we need to catch-up or that we went in a wrong direction, we turn to directive styles.

In situation **when we have a feeling “everything is going ok”, (...) we use delegation.”**

*Konrad Olesiewicz, Co-founder at Codeminion and Crunching Coalas*

# Delegating

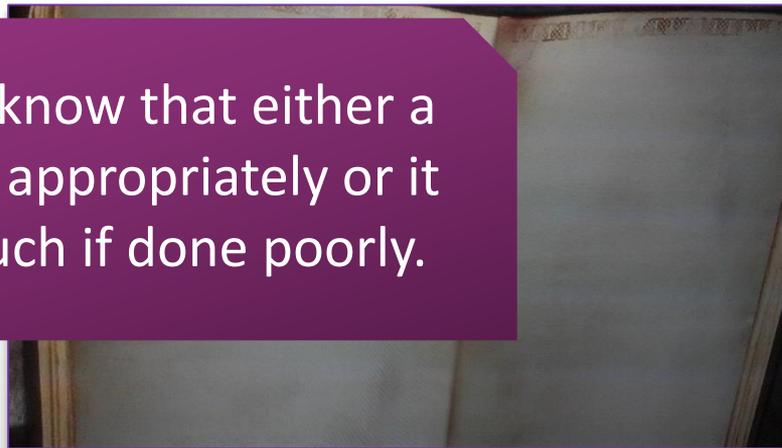
“New tasks are usually delegated (...) – a **specialist decides on his own how to do it**. When a certain element generally passes the review some correction requests often come up and then we use the participative approach – leaders are working with specialists on how to improve and correct this piece of work.”

*Paweł Sasko, Senior Quest Designer at CD Project RED*

# Delegating



Delegate when you know that either a task will be handled appropriately or it won't affect you much if done poorly.

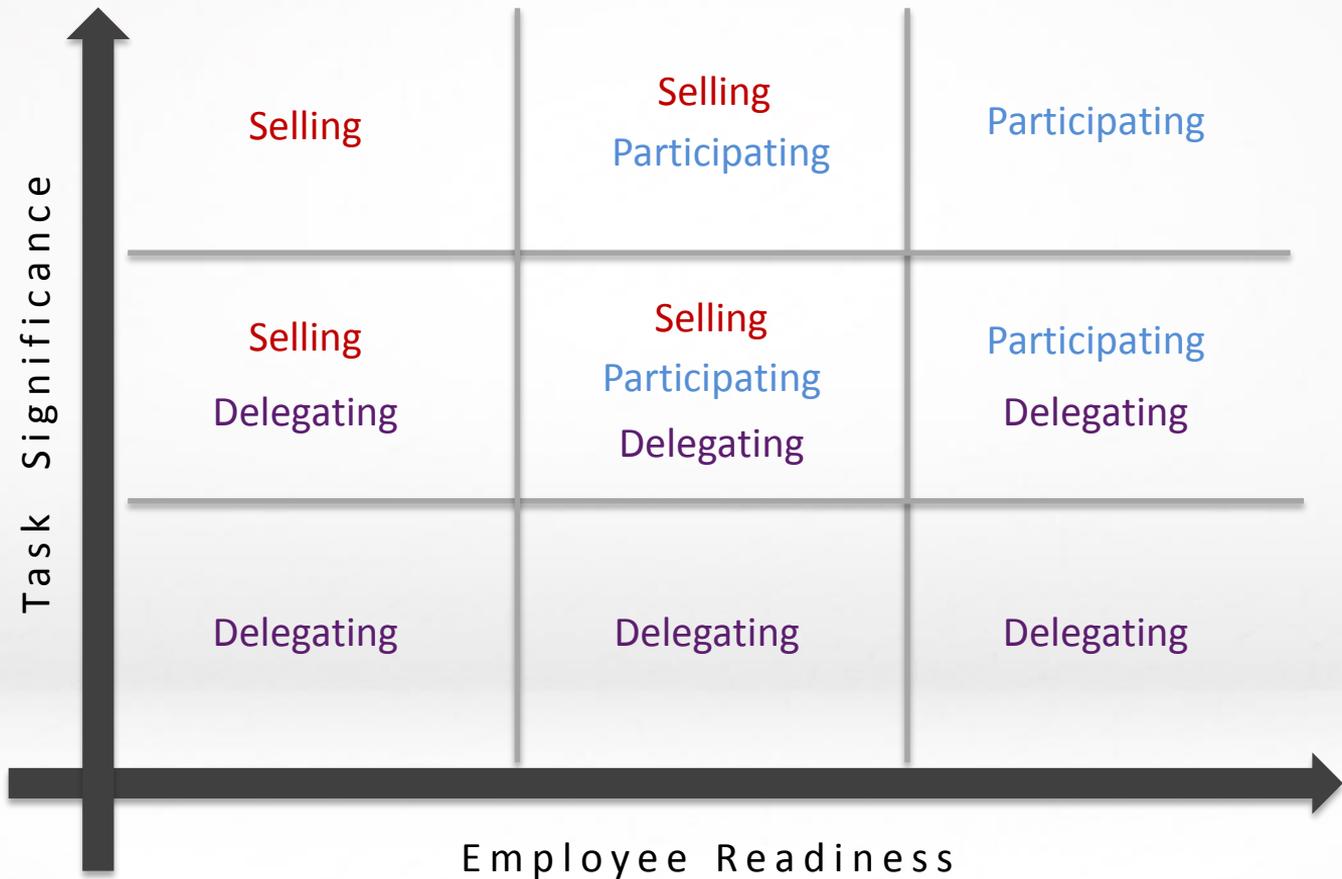


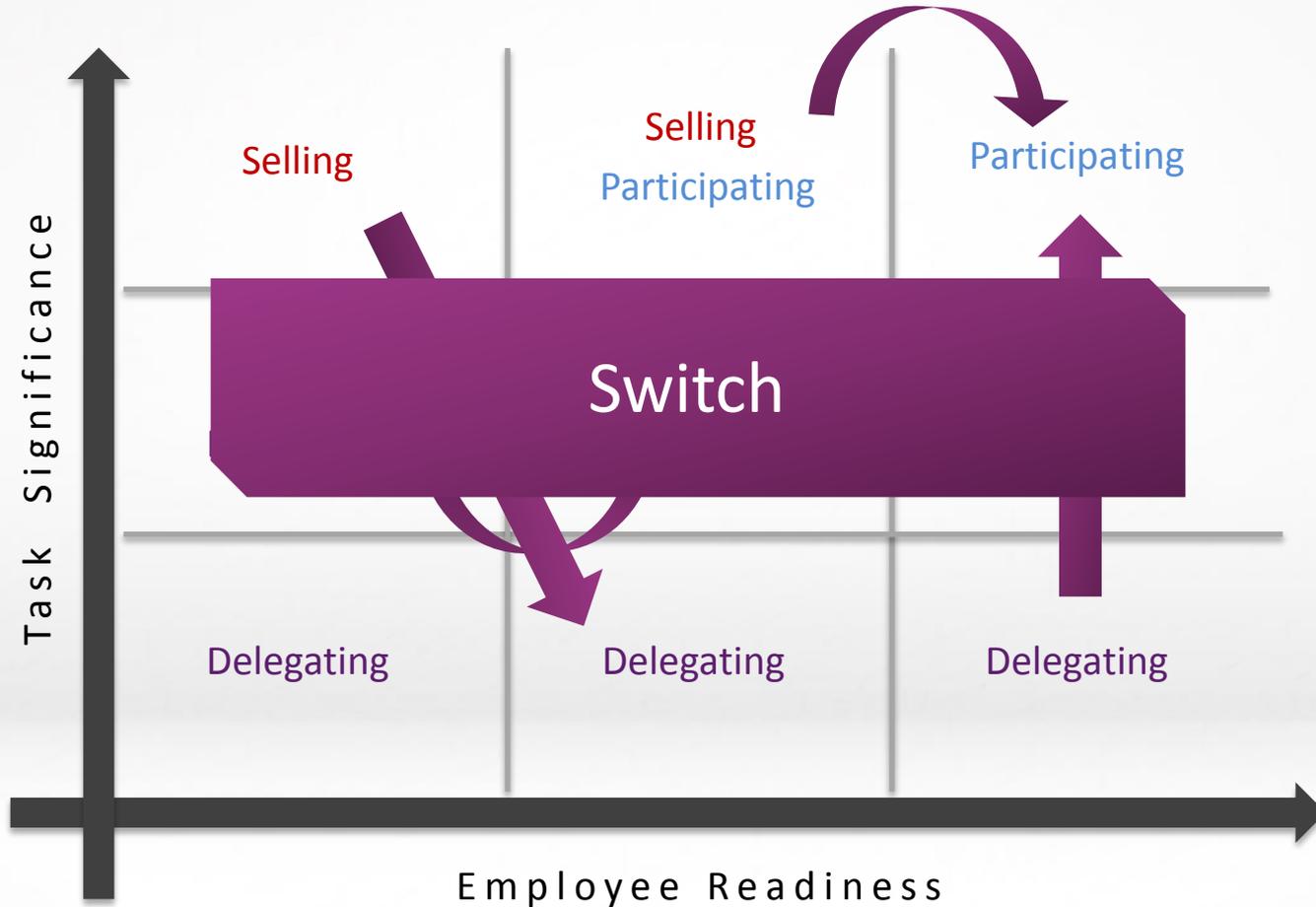








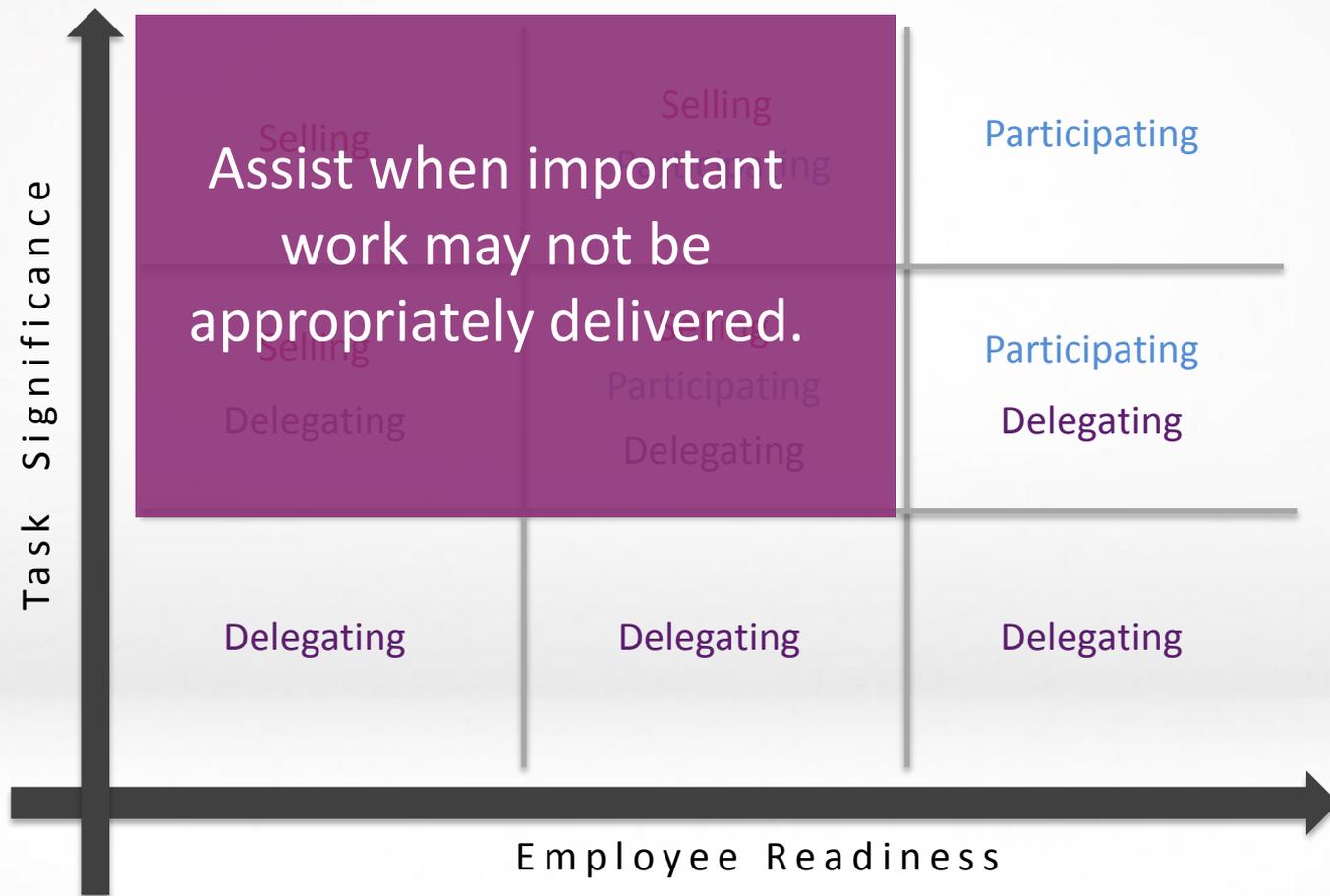






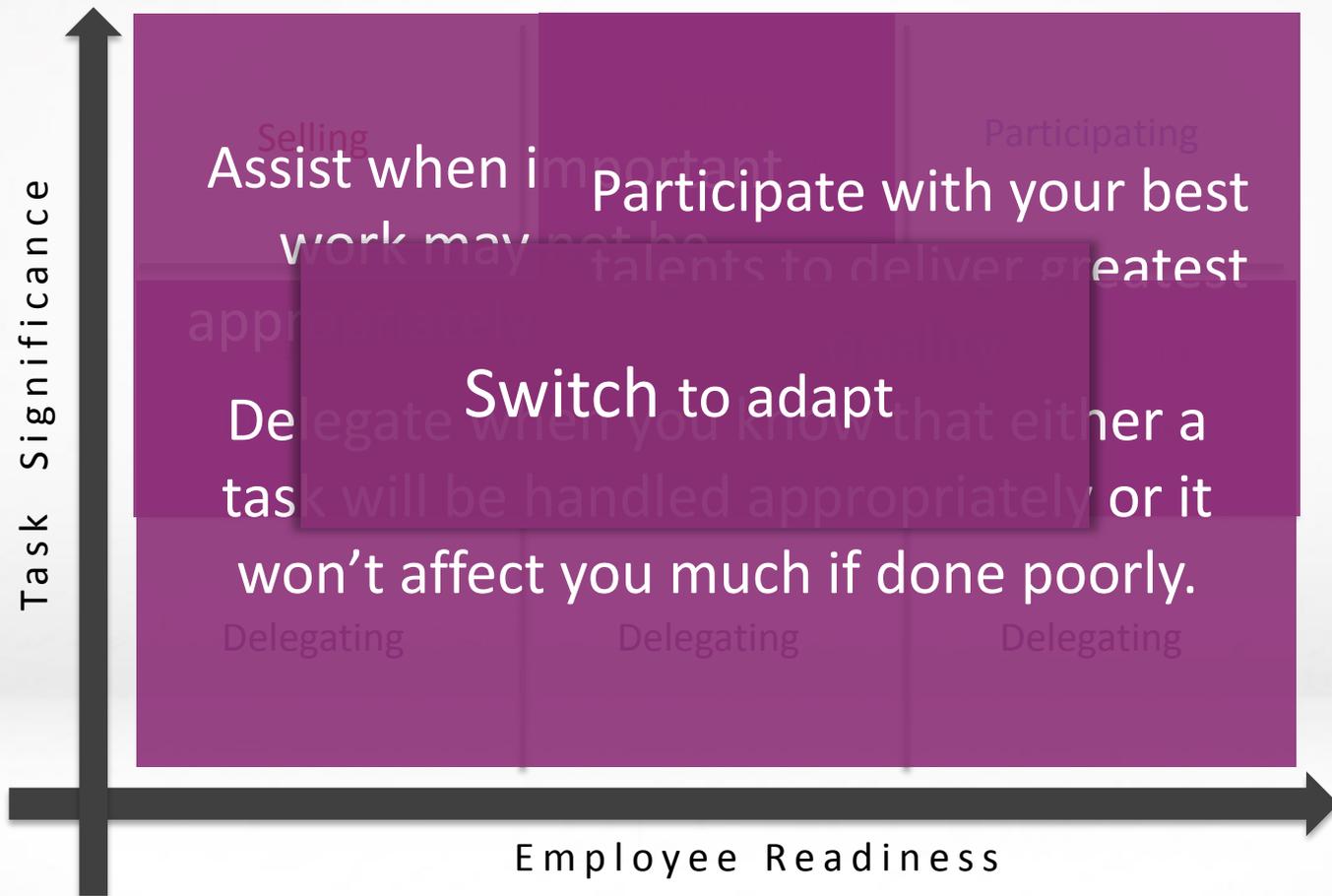
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