GDC

ART DIRECTION BOOTCAMP

GAME DEVELOPERS CONFERENCE

MARCH 18–22, 2019 | #GDC19

AGENDA

Title	*Speaker*	*Time*
Don't Forget the Team: Directing Careers	Keith Self-Ballard	10:00AM – 11:00AM
Team Growth and Preserving Team Culture on Marvel's Spider-Man	Jacinda Chew	11:20AM – 12:20PM
What They Don't Teach You in Art School: Lessons for First Time Leads	Erica Pinto	1:20PM – 2:20PM
Digital Beauty: Emotions in Game Development	Alessandro Taini	2:40PM – 3:40PM
Building Worlds Through Shape Language	Patrick Faulwetter	4:00PM – 5:00PM
Building a Creative Future with Artificial Intelligence	Andrew Maximov	5:30PM – 6:30PM

DON’T FORGET THE TEAM:
DIRECTING CAREERS

Keith Self-Ballard
Principal Artist (Cinematics)
Volition

GAME DEVELOPERS CONFERENCE
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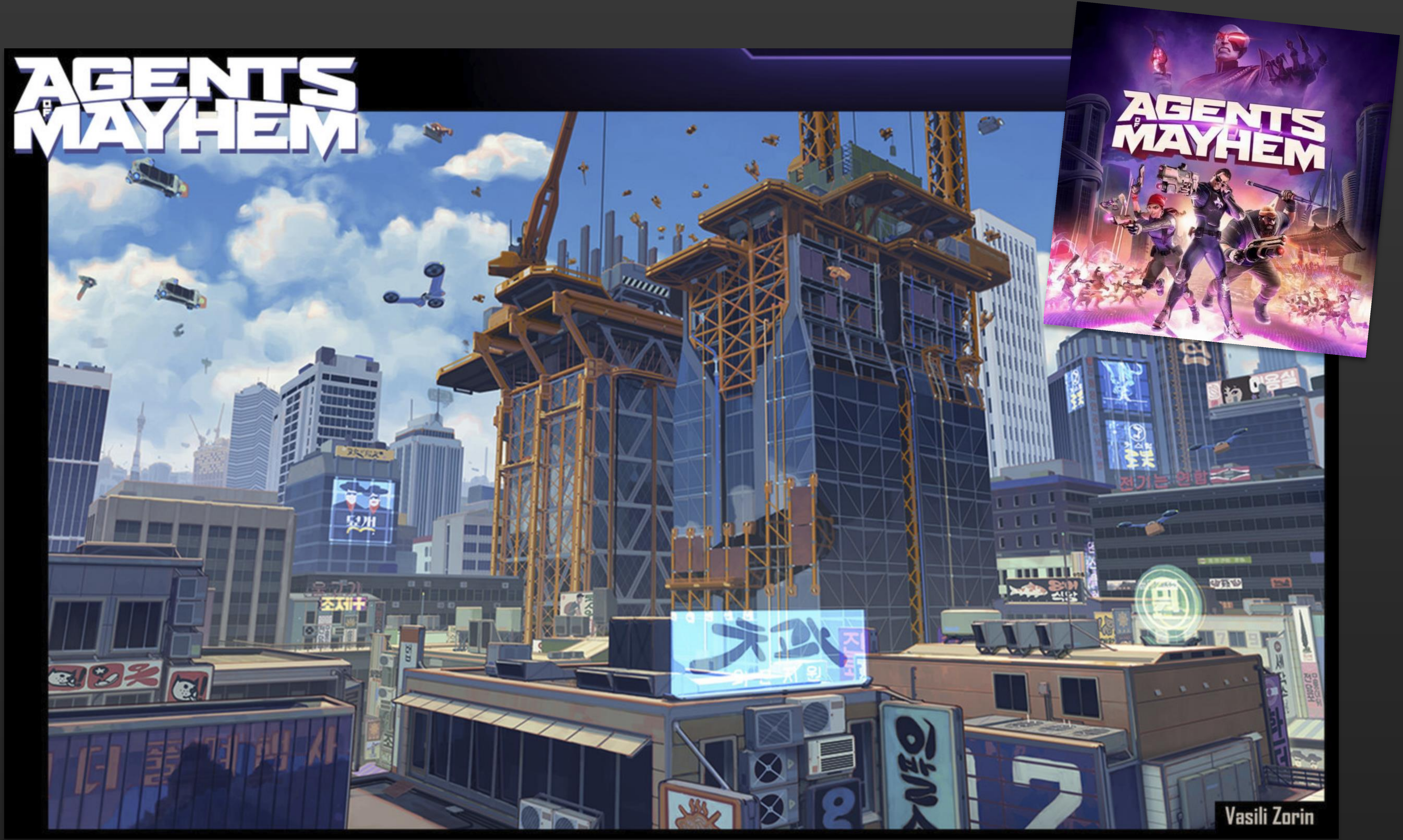
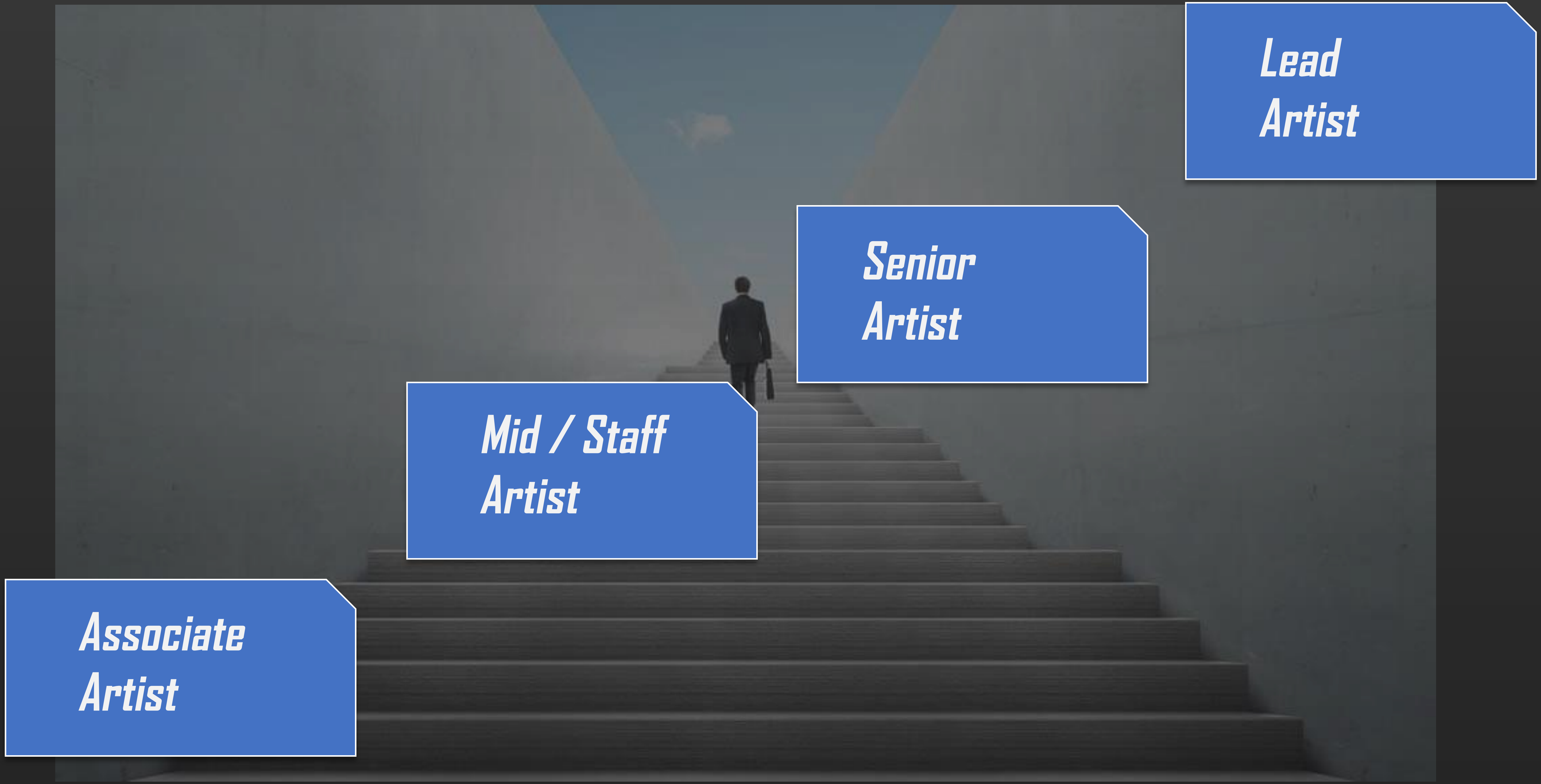

AGENTS OF MAYHEM
AGENTS OF MAYHEM

Vasili Zorin

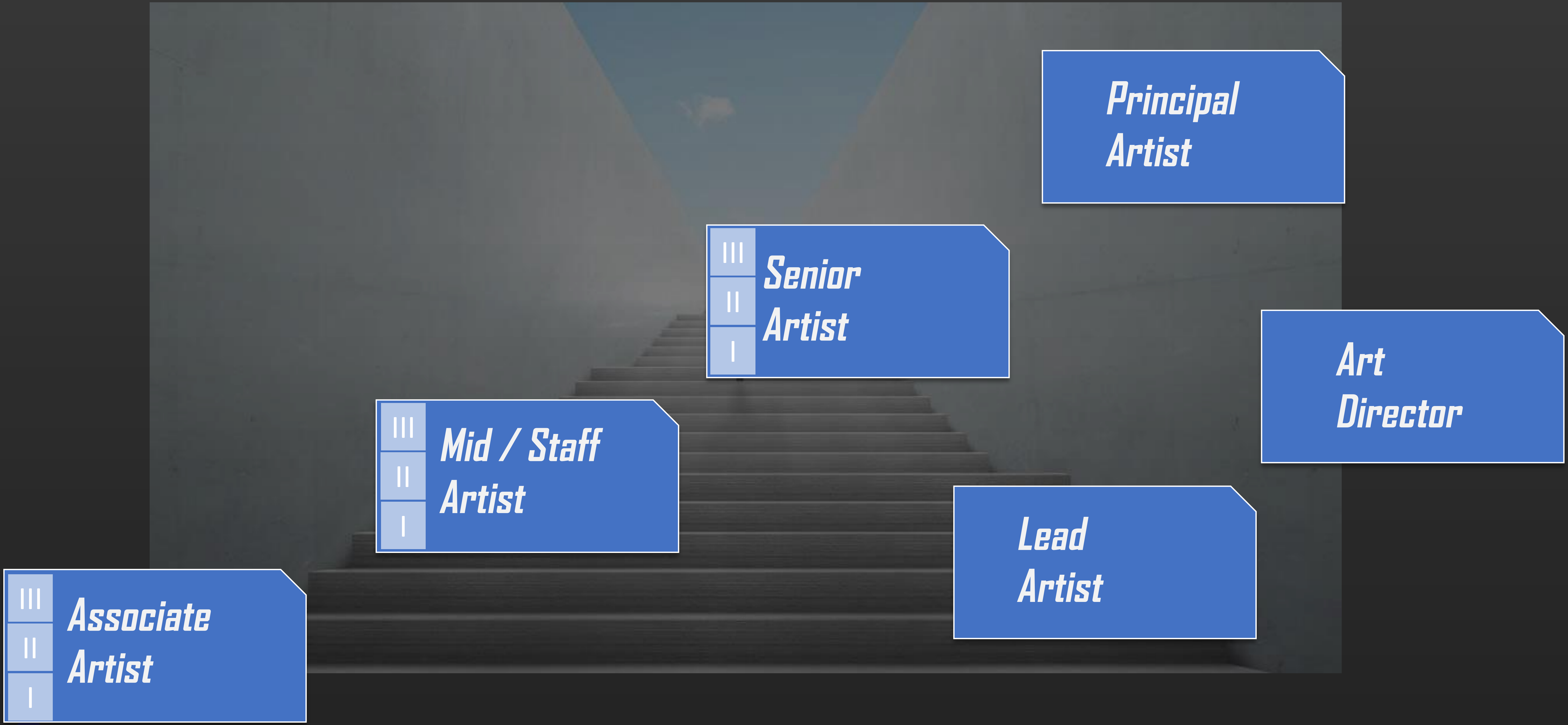


Lead Artist

Senior Artist

Mid / Staff Artist

Associate Artist



III
II
I
Associate Artist

III
II
I
Mid / Staff Artist

III
II
I
Senior Artist

Lead Artist

Principal Artist

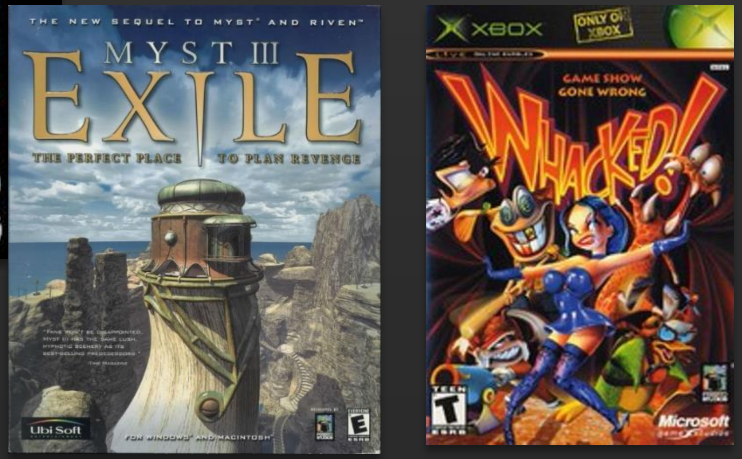
Art Director

SUNSTORM INTERACTIVE

ARTIST – 1998 to 2000

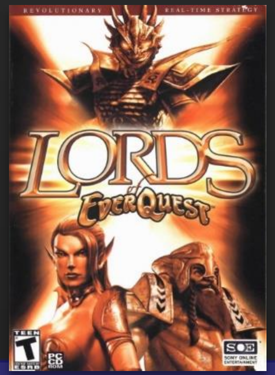
PRESTO STUDIOS

ARTIST – 2000-2003


MYST III EXILE
WHACKED!

RAPID EYE ENTERTAINMENT

ENVIRONMENT LEAD – 2003 to 2004


LORDS of EverQuest

volition inc

SENIOR ENVIRONMENT ARTIST – 2004 to 2007

STUDIO ART MANAGER / DIRECTOR– 2007 to 2011

Saints Row
Saints Row 2
SAINTS ROW THE THIRD
RED FACTION GUERRILLA
RED FACTION ARMAGEDDON

BLIZZARD ENTERTAINMENT

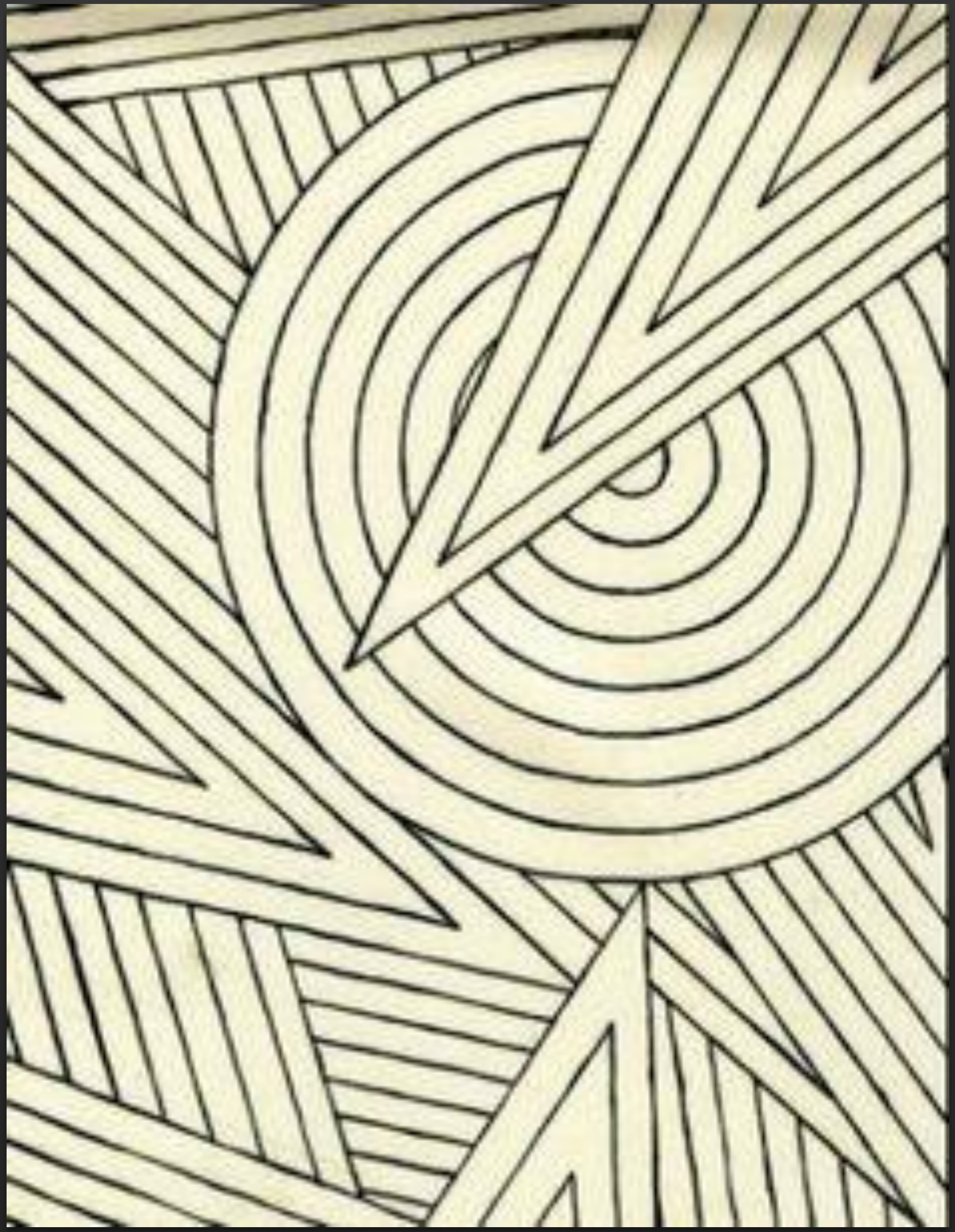
ART MANAGER – 2011 to 2014

PROJECT TITAN

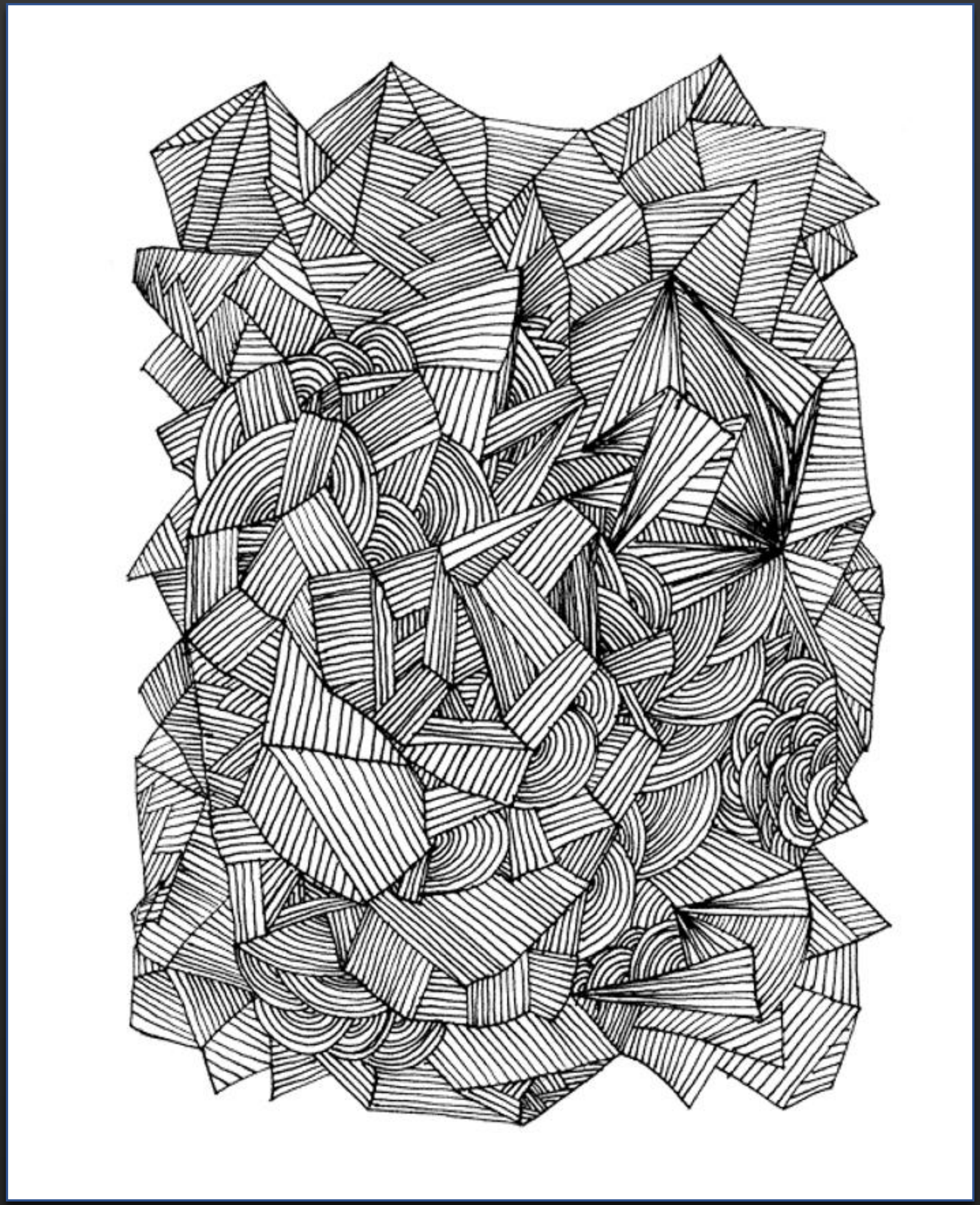
volition inc

PRINCIPAL ARTIST – 2014 to PRESENT

AGENTS of MAYHEM



THEORY



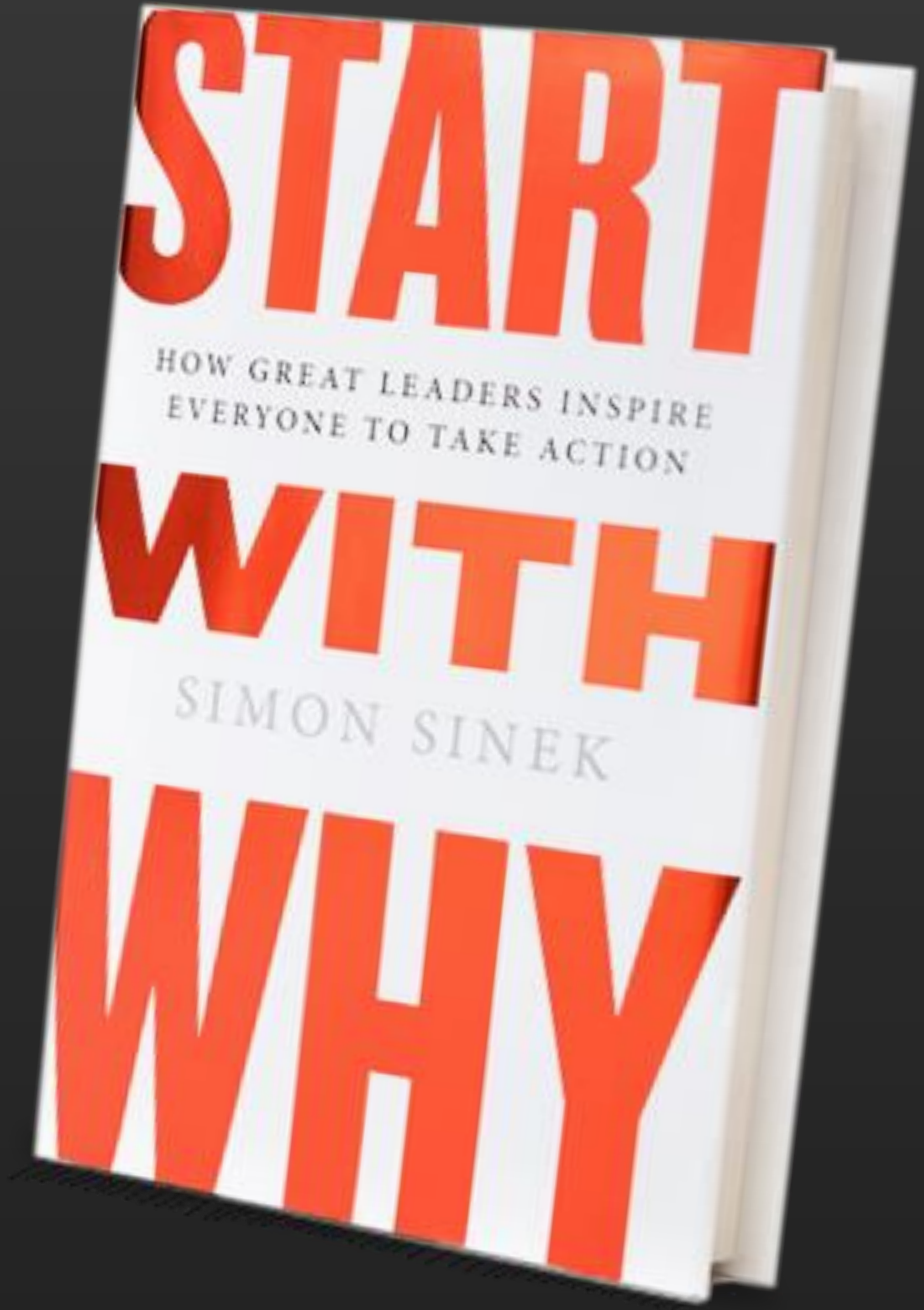
REALITY

WHY IS DIRECTION IMPORTANT?

WHO IS RESPONSIBLE?

HOW DO YOU MENTOR?

WHY IS CAREER DIRECTION IMPORTANT?


START
HOW GREAT LEADERS INSPIRE EVERYONE TO TAKE ACTION
WITH
SIMON SINEK
WHY

**PLEASE ENSURE MAIN
BODY OF SPIDER ARE

PRODUCTION IS CH[illegible]INTY

CLARITY IS CONFIDENCE / CONFIDENCE CREATES OPPORTUNITY

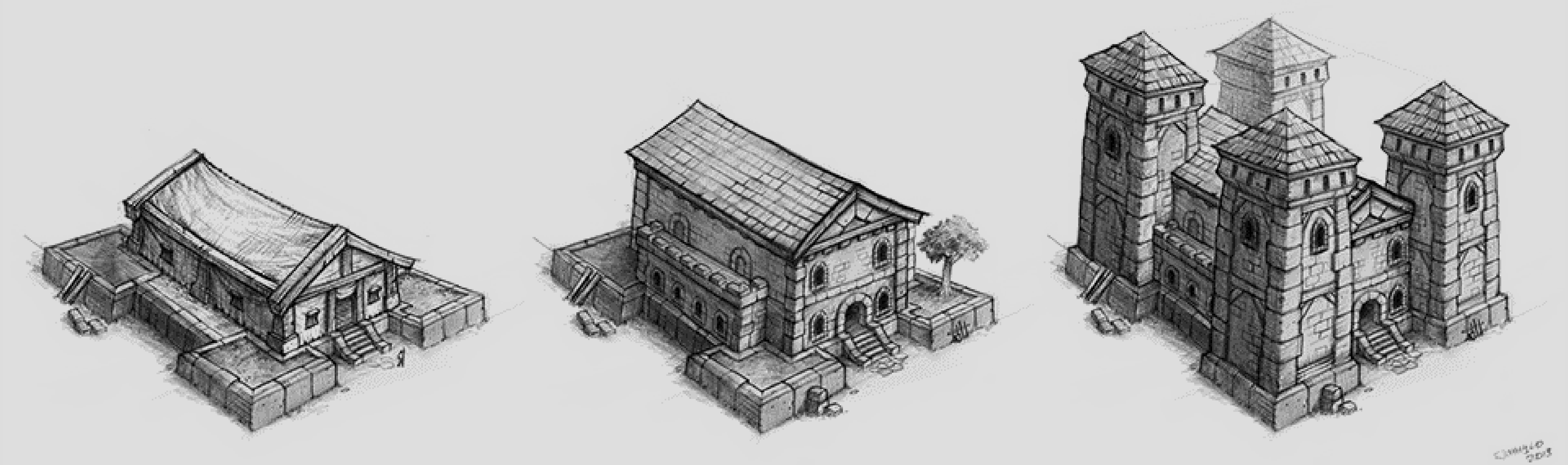
MORALE AFFECTS CAREERS

INVESTIGATORS

WORLD OF WARCRAFT™

WHO IS RESPONSIBLE?

Politeness
Competence
Deference
ANSPORT
FRAGILE
© 2018 MARVEL



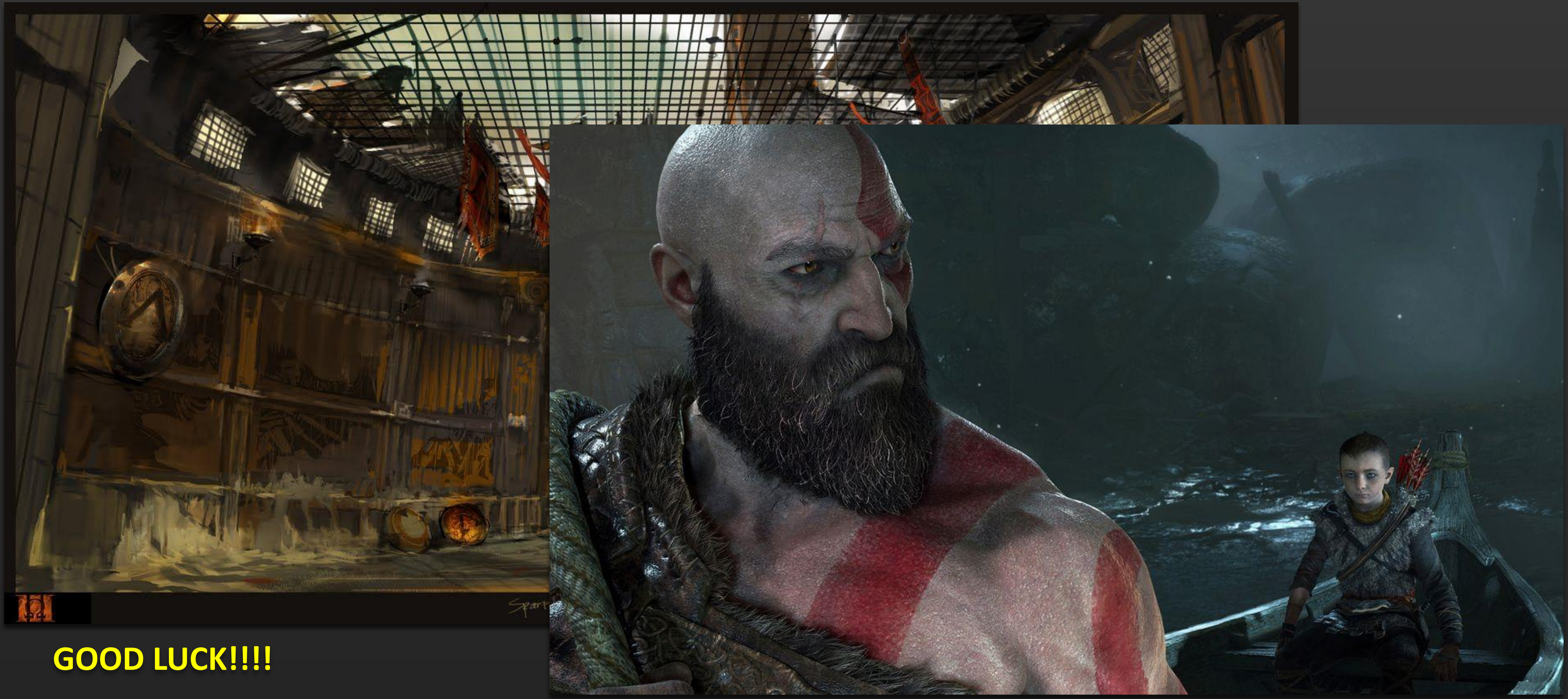
DIFFERENT STRUCTURES

DIFFERENT RESOURCES

EVERYONE IS RESPONSIBLE

KBROWGTAIEGRADE

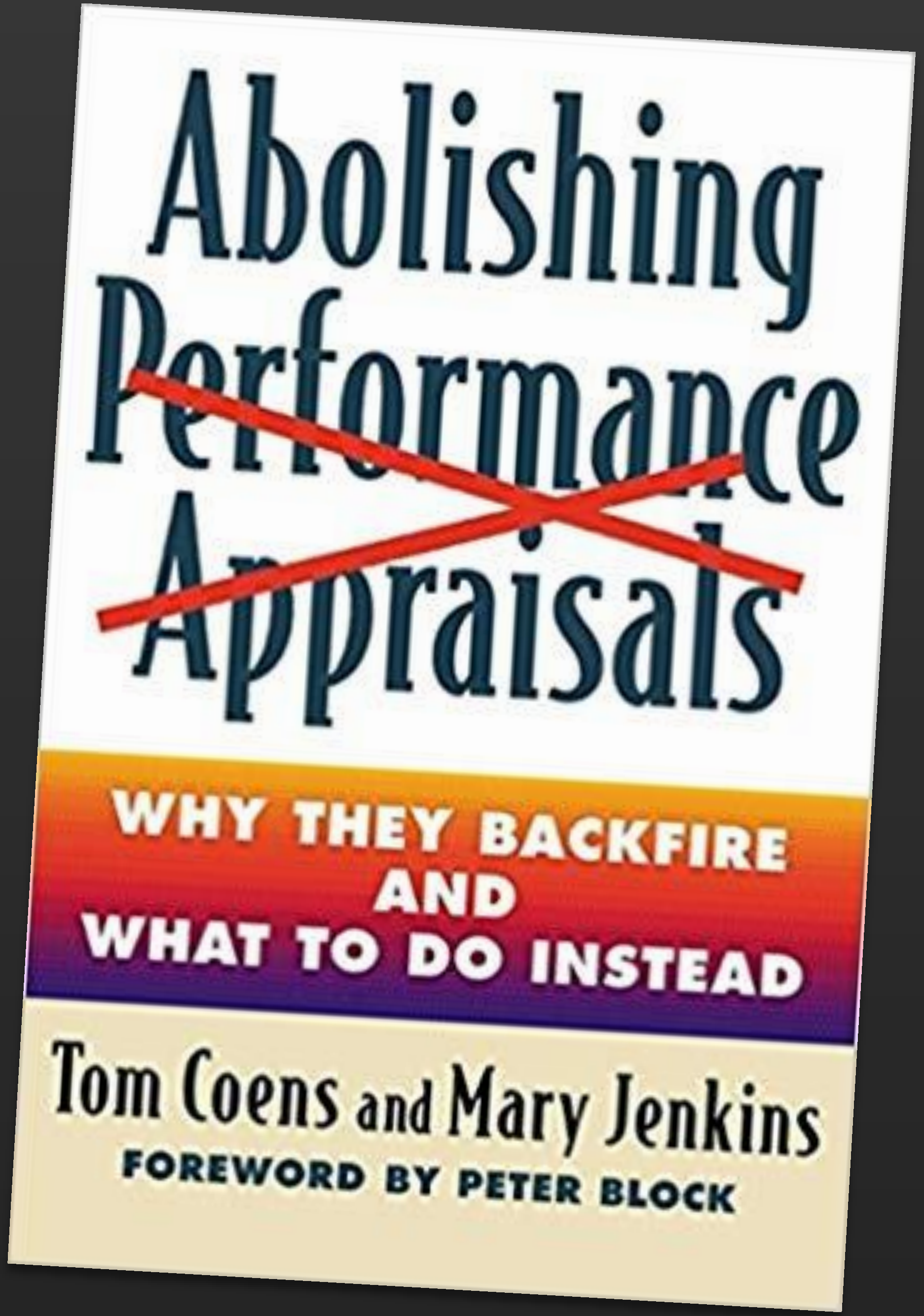
HOW DO YOU MENTOR?



GOOD LUCK!!!!

BOY!!!!

NO!

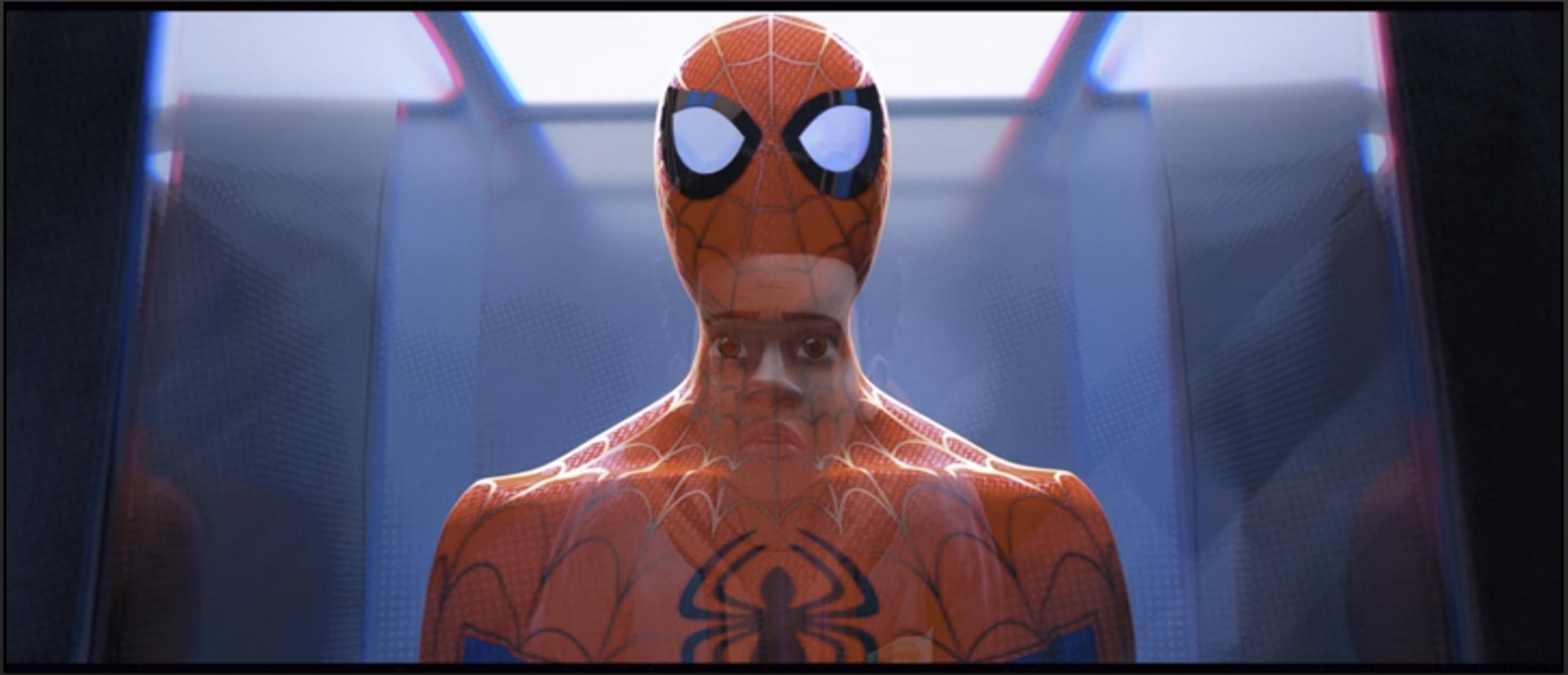


Abolishing
~~Performance~~
~~Appraisals~~

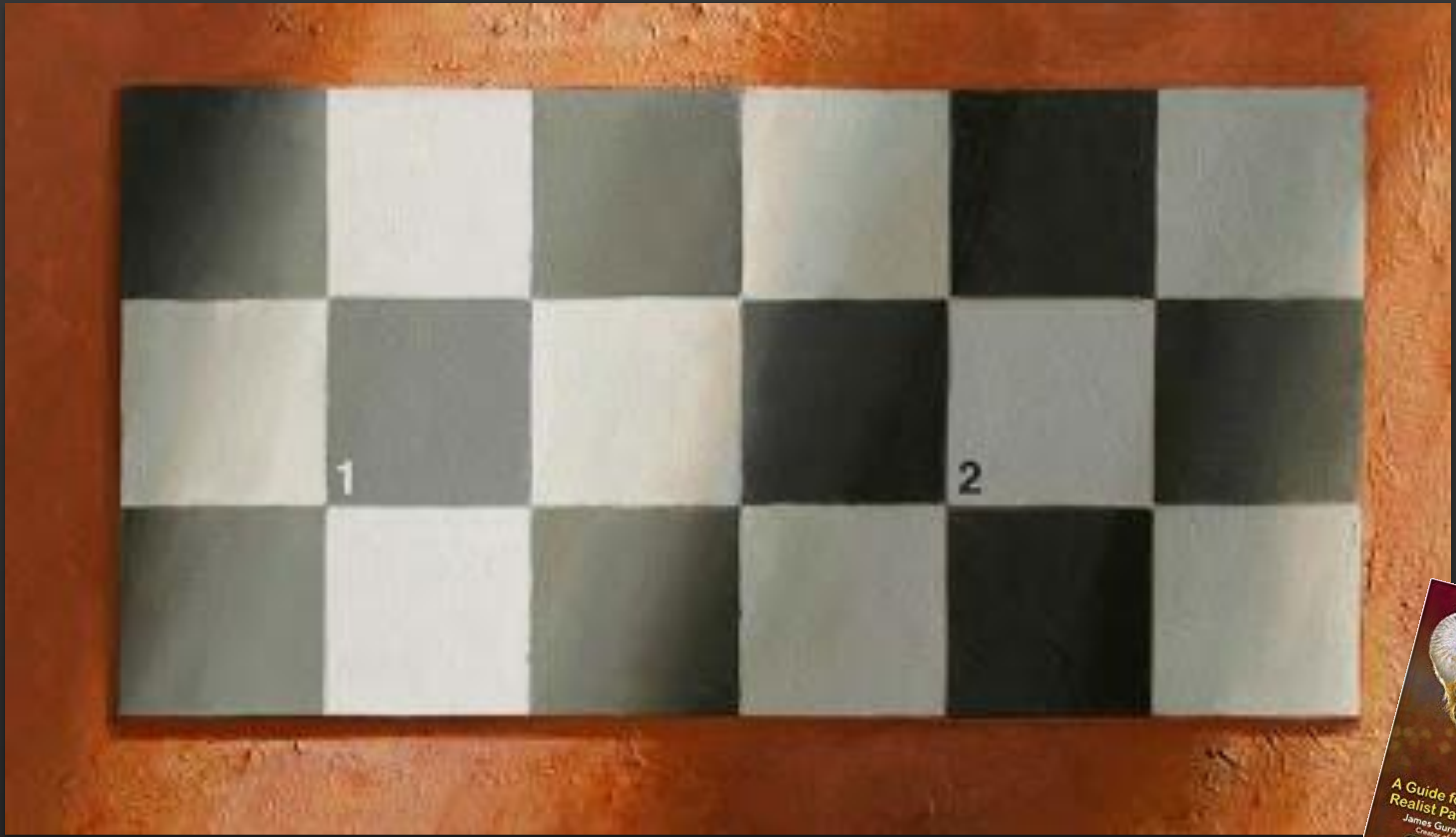
WHY THEY BACKFIRE
AND
WHAT TO DO INSTEAD

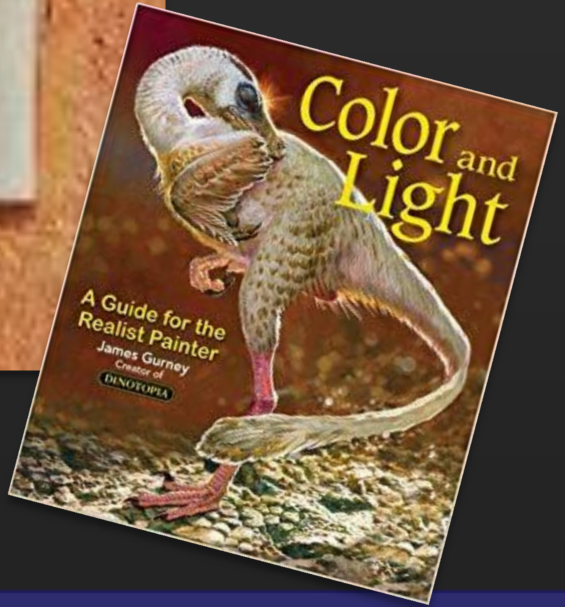
Tom Coens and Mary Jenkins

FOREWORD BY PETER BLOCK



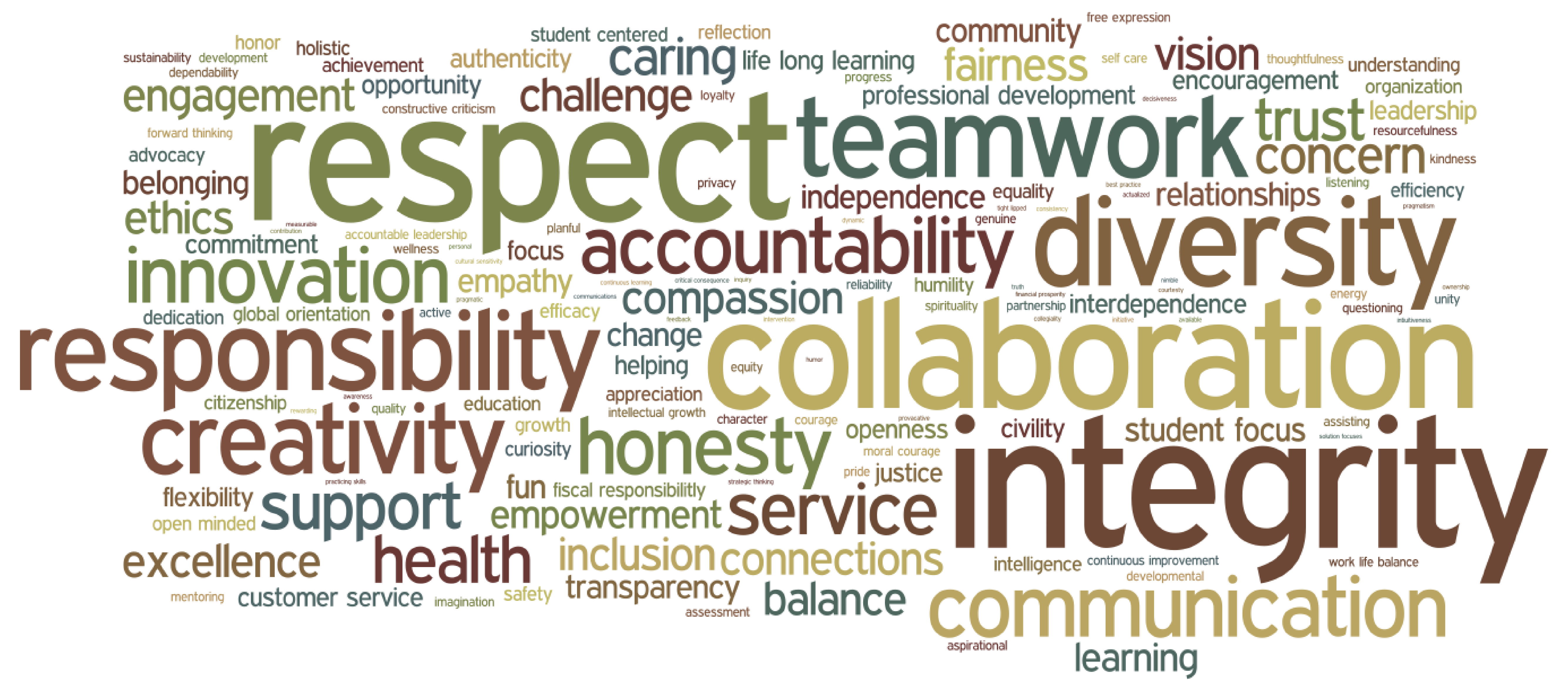
“OKAY, BUT HOW?!?!”


1
2


Color and Light
A Guide for the Realist Painter
James Gurney
Creator of
DINOTOPIA

YOUR QUESTIONS ARE YOUR TOOLS

INTERROGATE THE CAREER


respect
collaboration
integrity
teamwork
diversity
responsibility
accountability
creativity
innovation
honesty
communication
service
support
health
compassion
trust
concern
fairness
caring
challenge
engagement
vision
community
ethics
belonging
excellence
inclusion
connections
empowerment
balance
transparency
learning
independence
relationships
interdependence
student focus
professional development
encouragement
leadership
understanding
organization
resourcefulness
kindness
efficiency
listening
pragmatism
life long learning
student centered
reflection
authenticity
opportunity
holistic
achievement
honor
sustainability
development
dependability
constructive criticism
forward thinking
advocacy
loyalty
progress
free expression
self care
thoughtfulness
decisiveness
privacy
planful
focus
empathy
efficacy
commitment
accountable leadership
wellness
measurable
contribution
personal
cultural sensitivity
pragmatic
communications
continuous learning
critical consequence
inquiry
feedback
intervention
dedication
global orientation
active
change
helping
equity
humor
appreciation
intellectual growth
character
courage
citizenship
awareness
rewarding
quality
education
growth
curiosity
practicing skills
strategic thinking
fun
fiscal responsibilitly
flexibility
open minded
mentoring
customer service
imagination
safety
assessment
equality
best practice
actualized
tight lipped
consistency
dynamic
genuine
reliability
humility
spirituality
partnership
truth
financial prosperity
nimble
courtesty
collegiality
initiative
available
energy
questioning
ownership
unity
intuitiveness
openness
provacative
moral courage
pride
justice
civility
assisting
solution focuses
intelligence
continuous improvement
developmental
work life balance
aspirational

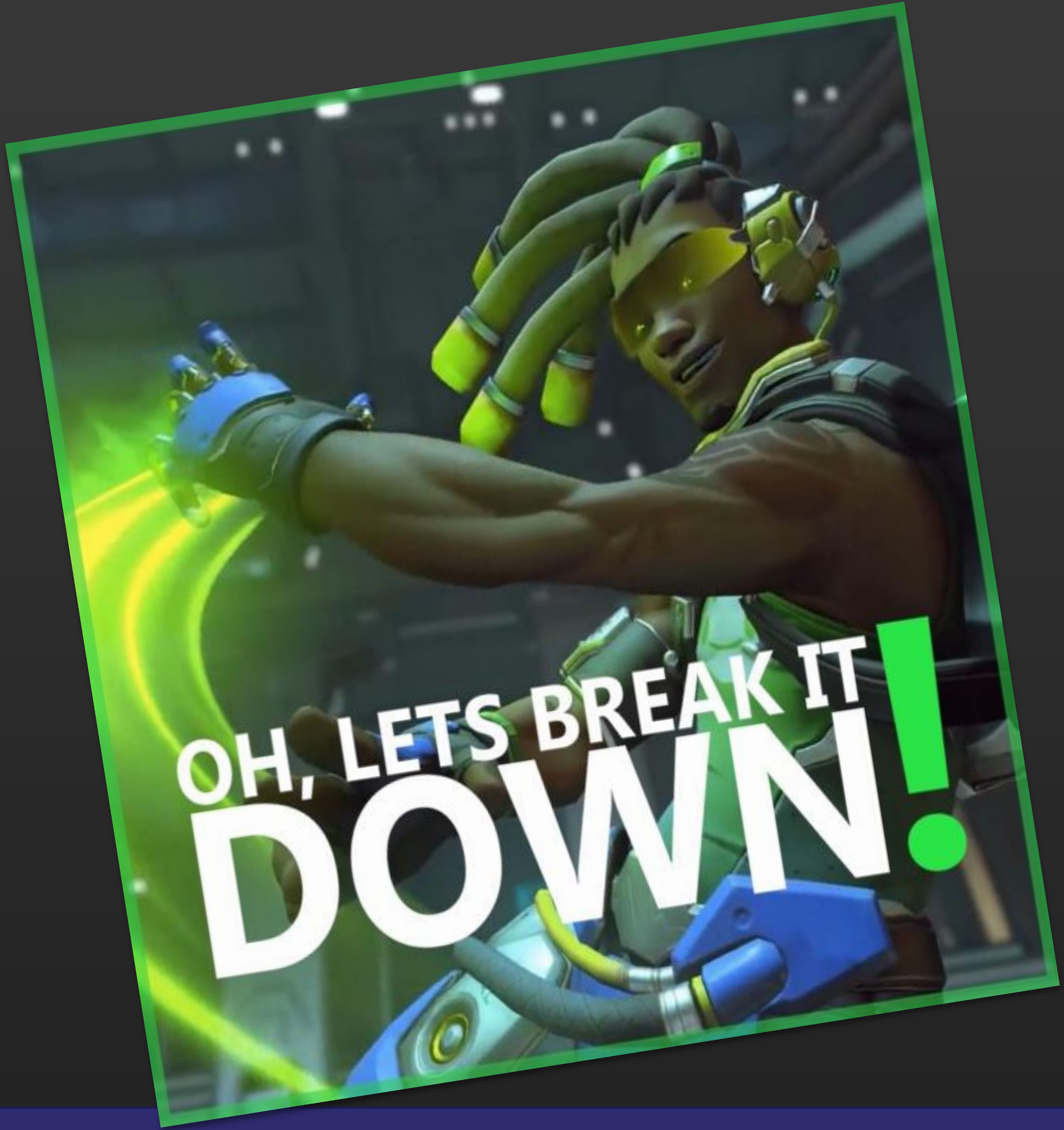
BOY!!!!

WAIT … WHAT?!?!

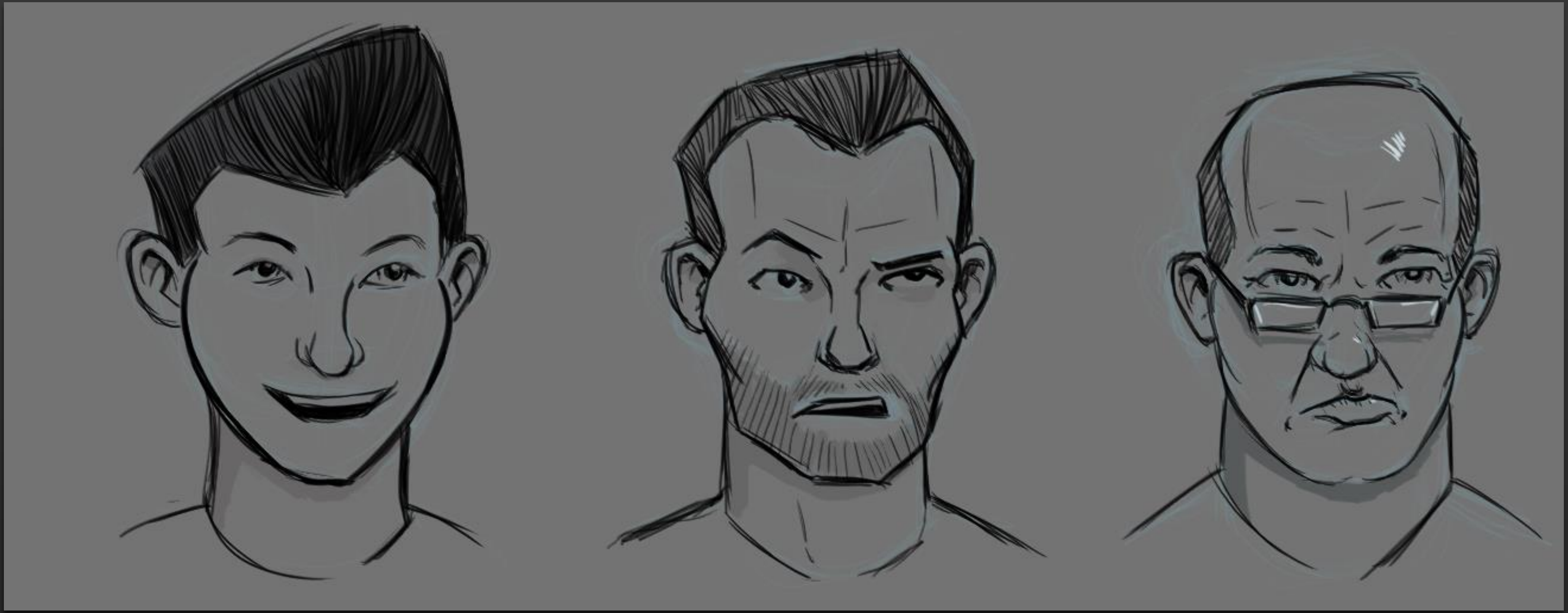
FEEDBACK IS CRITICAL FOR GROWTH

SHARED UNDERSTANDING OF VALUES IS REQUIRED FOR FEEDBACK TO BE EFFECTIVE

QUESTIONS ARE THE BEST TOOL FOR EXPLORING AND REINFORCING VALUES AND GUIDING SOMEONE DOWN "THEIR PATH" AND GAUGING THEIR PROGRESS


OH, LETS BREAK IT
DOWN!

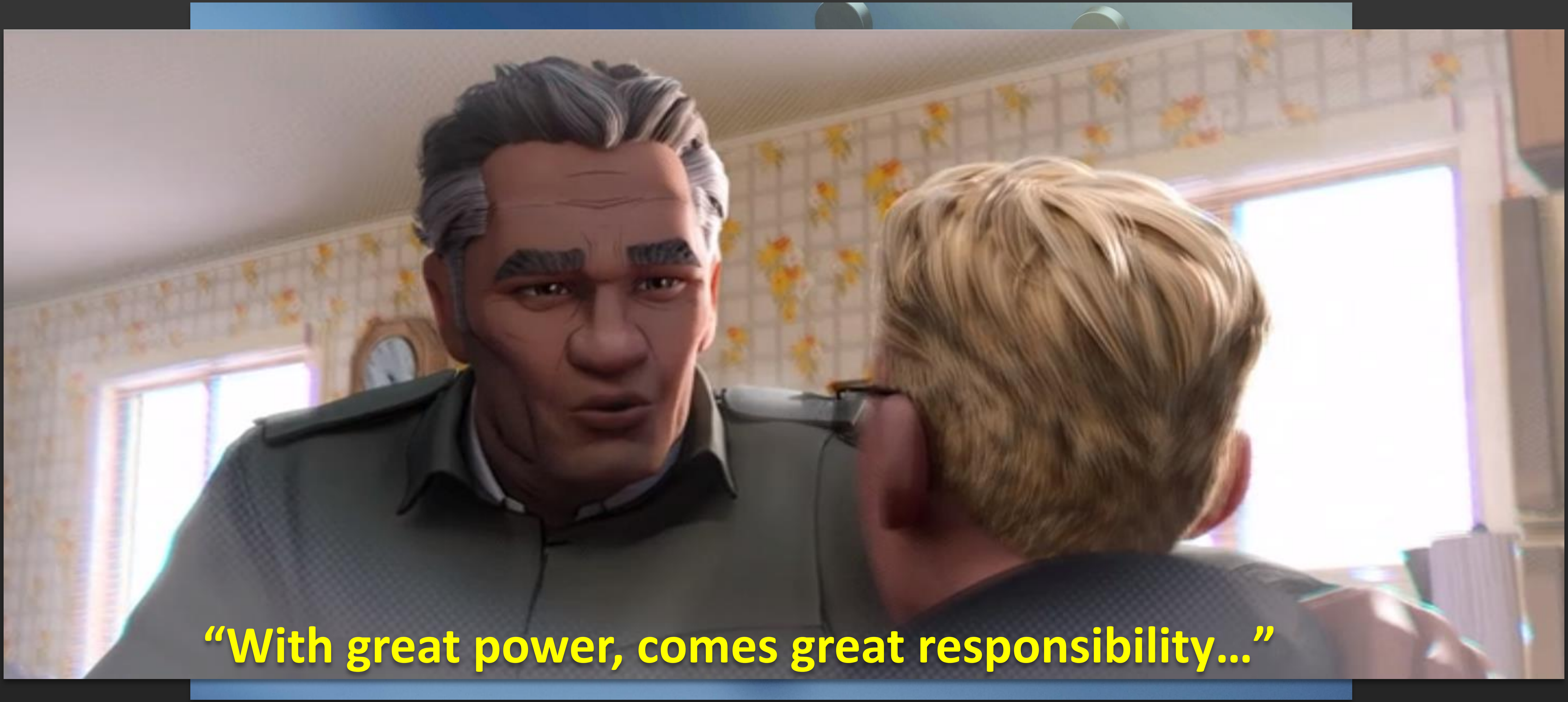
HOW AM I STRUCTURING THIS?



EARLY **MID** **SENIOR**

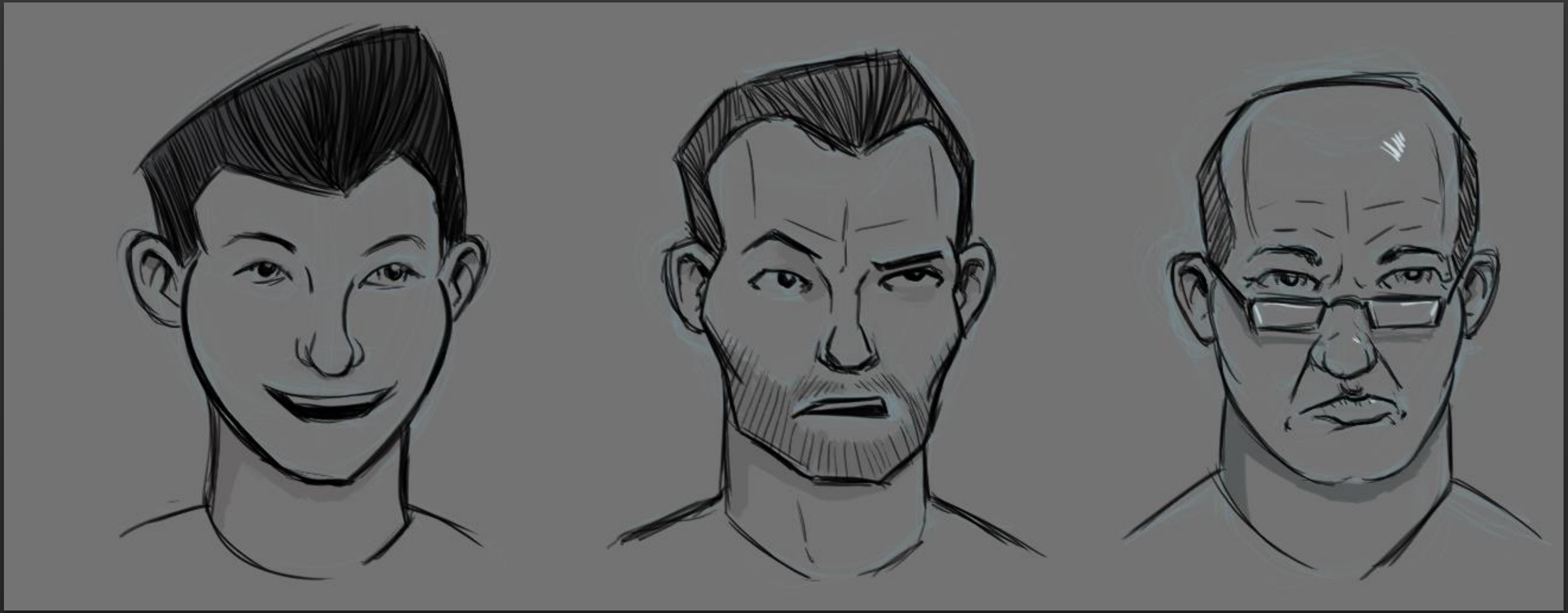
INFLUENCE

RESPONSIBILITY / ACCOUNTABILITY



“With great power, comes great responsibility…”

HOW AM I STRUCTURING THIS?



POOR ASSUMPTIONS

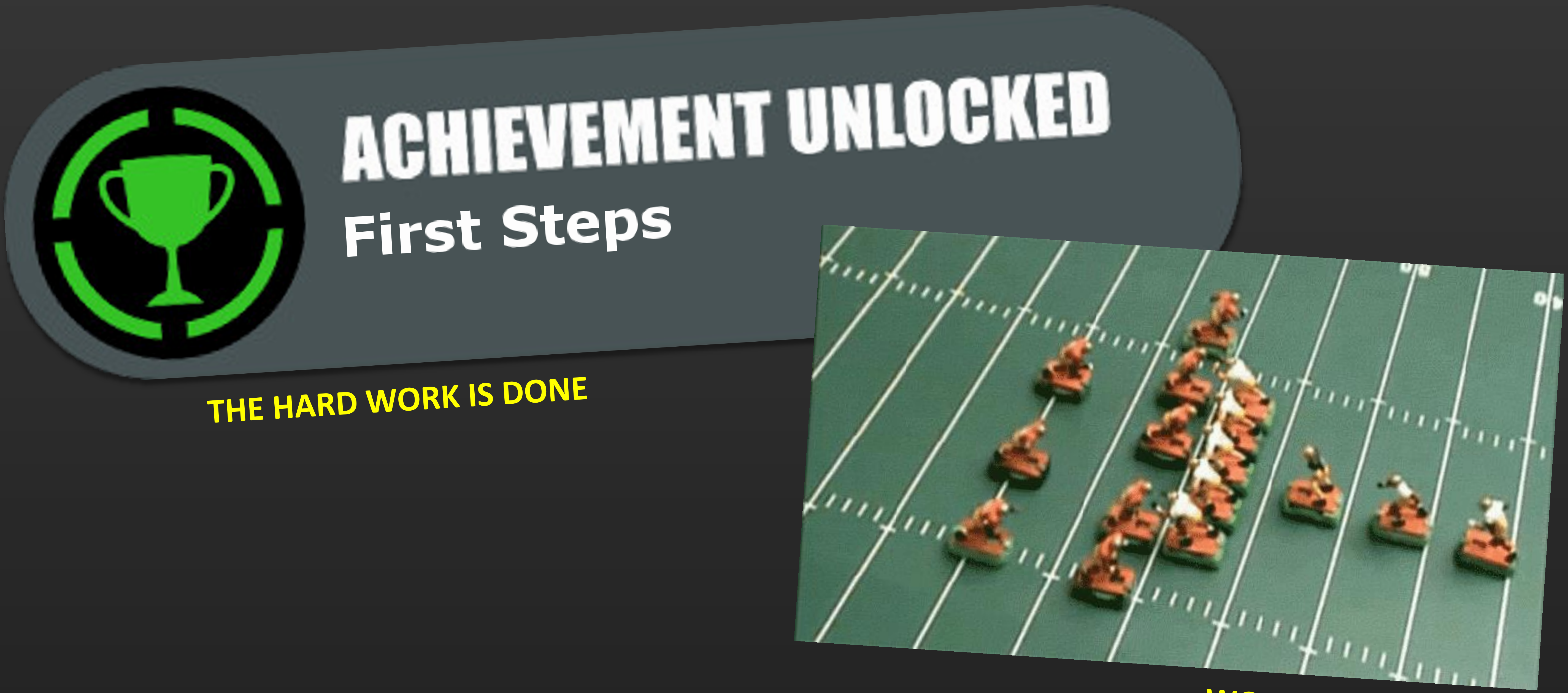
Q's for EVALUATION

EARLY CAREER

- 2 POOR ASSUMPTIONS
- 5 Q's FOR EVALUATION

SODA
ALL THE SUGAR

EARLY CAREER – POOR ASSUMPTIONS


ACHIEVEMENT UNLOCKED
First Steps

THE HARD WORK IS DONE

WORK WILL BE CLEAR

"WHAT HAVE YOU LEARNED?"

“WHAT TYPES OF QUESTIONS ARE BEING ASKED?”

WHAT THE F@!#K!!!
NIGHT OF THE DEDSEC
HACKER
EPIC FAIL
VIRUS
DEDSEC

“WHO ARE YOU WORKING WITH?”

"HOW HAVE YOU REACTED TO CRITIQUE?"

“HOW MUCH TIME ARE YOU SPENDING IN THE OFFICE?”

EARLY CAREER – SUMMARY

LEARNING

COLLABORATION

CRITIQUE

EFFECTIVENESS

ASKING QUESTIONS

CHARTING GROWTH

INFLUENCE

- COLLABORATION
- ASKING QUESTIONS

ACCOUNTABILITY

- LEARNING
- EFFECTIVENESS
- CRITIQUE

MID CAREER

- 2 POOR ASSUMPTIONS
- 6 Q’s FOR EVALUATION

MID CAREER – POOR ASSUMPTIONS

CHECKPOINT
HORIZON

SPEED (of promotion)

CLEAR PATH (to promotion)

breathe slowly...

“WHAT HAVE YOU TAUGHT OTHERS?”

“HOW ARE YOU AT GIVING CRITIQUE?”

“WHAT IS YOUR OBJECTIVE?”

OBJECTIVES?

LEADERSHIP

FAIL
FAIL
ATHENA

TECHNICAL EXPERTISE

GURU

“HOW HAVE YOU DEMONSTRATED INTIATIVE?”

“HOW PROFESSIONAL ARE YOU?”

"HOW DO YOU REACT TO CHANGE?"

MID CAREER – SUMMARY

Captured on a PS4 Pro System

TEACHING

CRITIQUE

ROLL FOR
INITIATIVE
© 2007 Penny-Arcade.com

INITIATIVE

shaddyconceptart.com

OBJECTIVES

PROFESSIONALISM

CHANGE

CHARTING GROWTH

INFLUENCE

- COLLABORATION
- ASKING QUESTIONS
- TEACHING
- PROFESSIONALISM

ACCOUNTABILITY

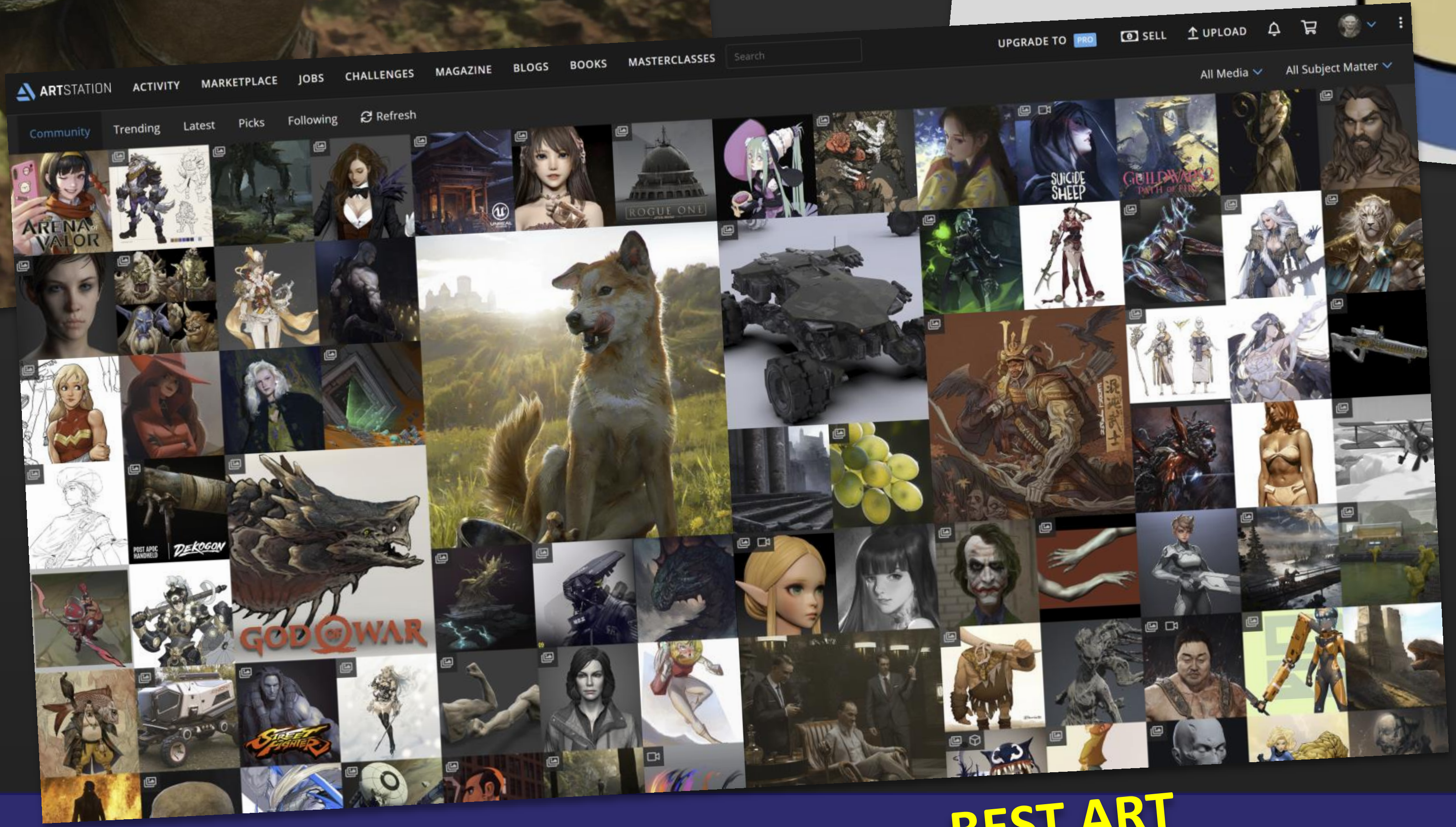
- LEARNING
- EFFECTIVENESS
- CRITIQUE
- CHANGE
- INITIATIVE
- OBJECTIVES

SENIOR CAREER

- 3 POOR ASSUMPTIONS
- 3 Q's FOR EVALUATION

SENIOR CAREER – POOR ASSUMPTIONS

TENURE


ARTSTATION
ACTIVITY
MARKETPLACE
JOBS
CHALLENGES
MAGAZINE
BLOGS
BOOKS
MASTERCLASSES
Search
UPGRADE TO PRO
SELL
UPLOAD
All Media
All Subject Matter
Community
Trending
Latest
Picks
Following
Refresh

BEST ART

LIKABILITY

“HOW SIGNIFICANT IS YOUR RANGE OF INFLUENCE?”

NEW YORK
TGBR-67

"WHAT KIND OF IMPACT HAVE YOU HAD?"

REMEMBER THOSE OBJECTIVES?

FAIL
FAIL
ATHENA

LEADERSHIP

TECHNICAL EXPERTISE

GURU

“HOW DO YOU HANDLE A CRISIS?”

SENIOR CAREER – SUMMARY

RANGE

IMPACT

CRISIS MANAGEMENT

CHARTING GROWTH

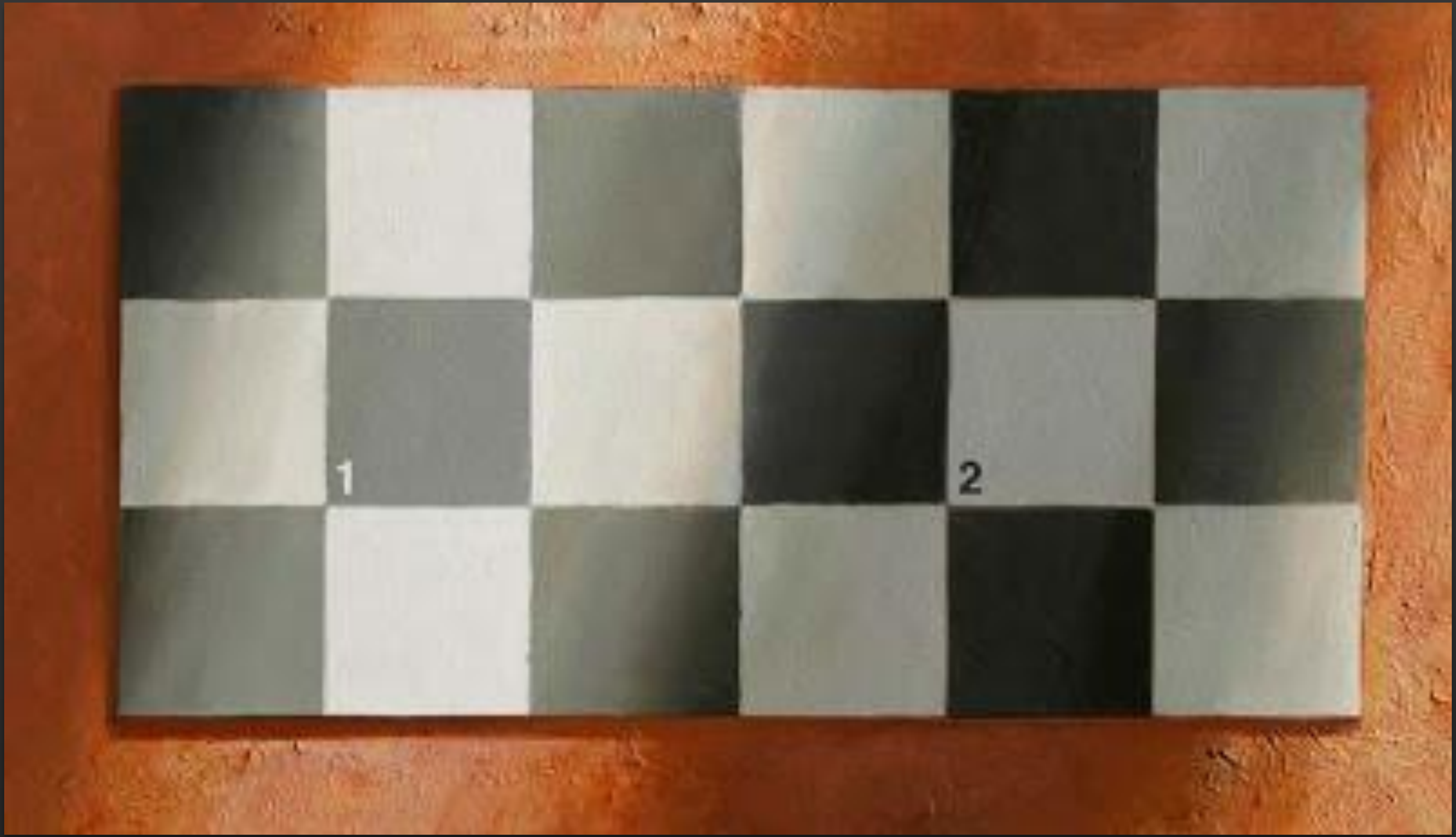
INFLUENCE

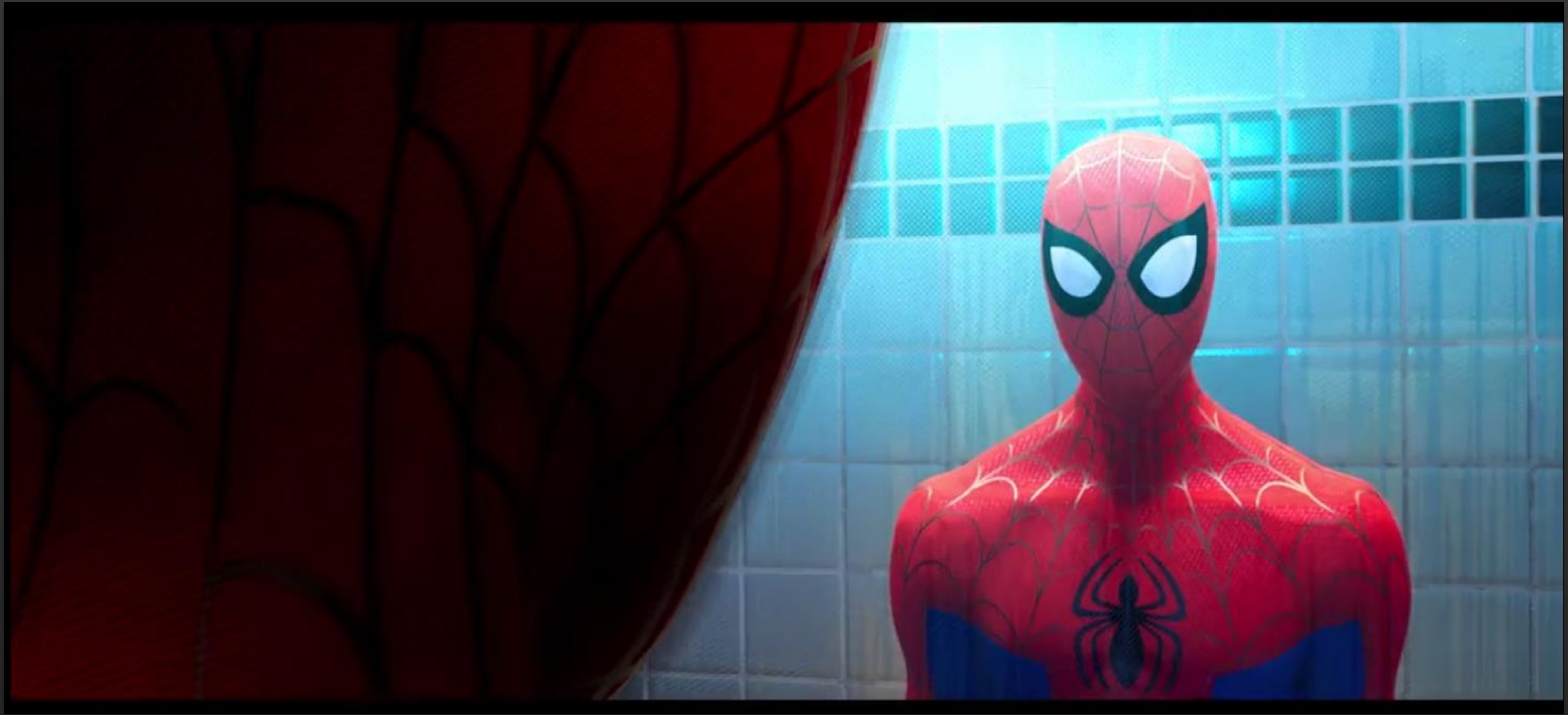
- COLLABORATION
- ASKING QUESTIONS
- TEACHING
- PROFESSIONALISM
- RANGE
- IMPACT

ACCOUNTABILITY

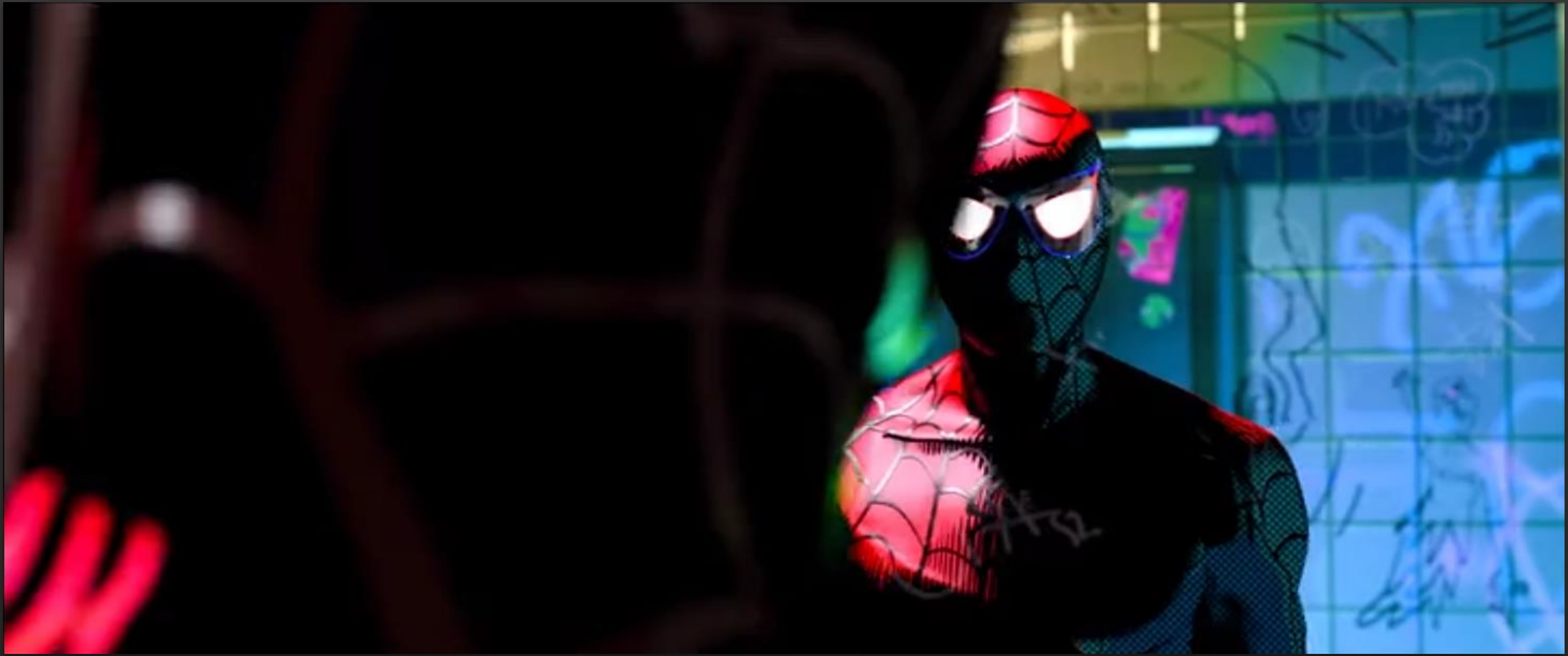
- LEARNING
- EFFECTIVENESS
- CRITIQUE
- CHANGE
- INITIATIVE
- OBJECTIVES
- CRISIS MANAGEMENT

INFLUENCE ACCOUNTABILITY



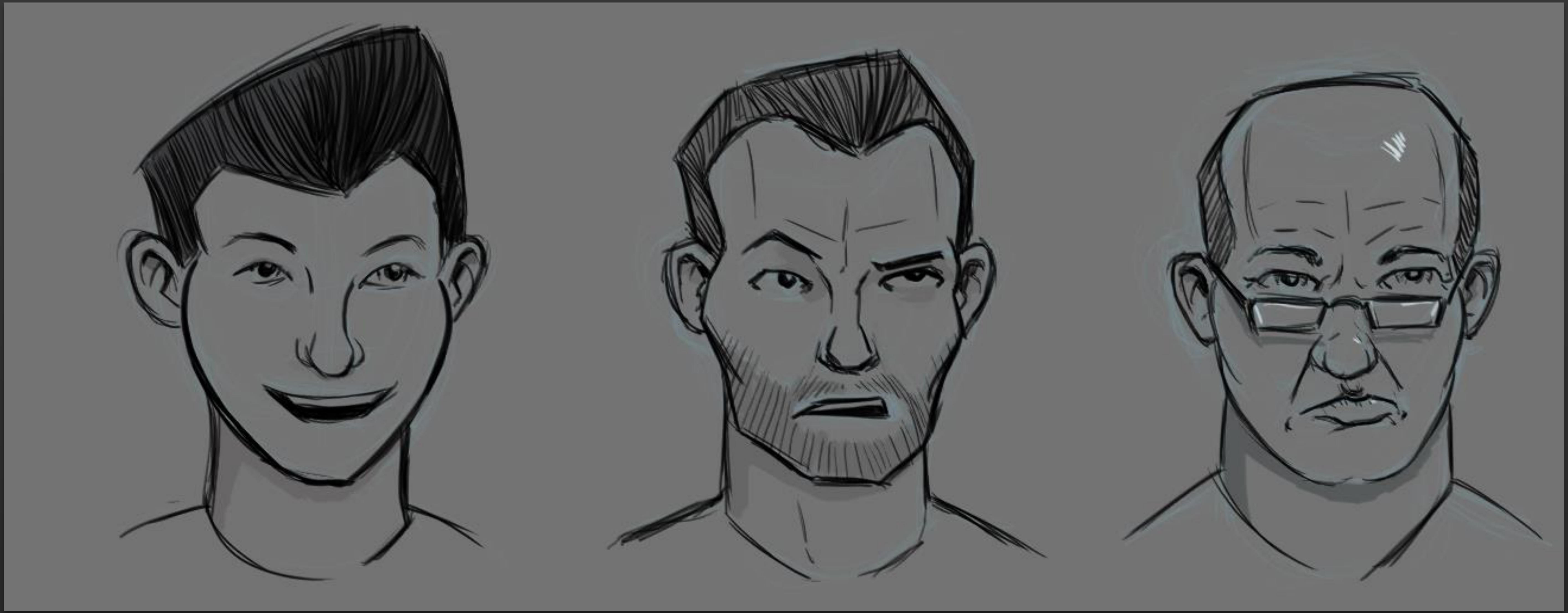


A MOMENT OF QUIET REFLECTION



WHAT IF THE REFLECTION IS … MISINTERPRETED?

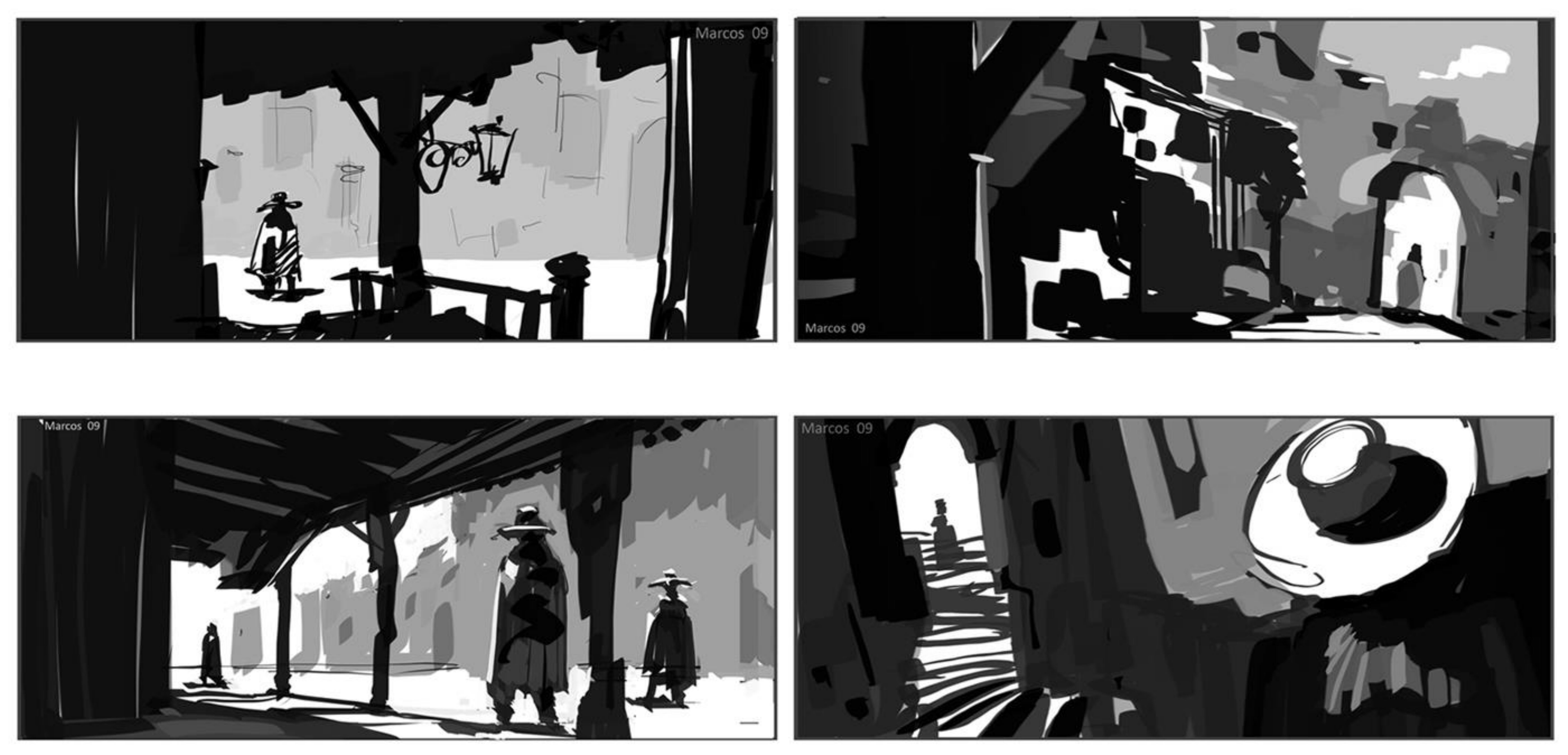
IS THERE A BETTER WAY TO GUIDE OTHERS?



ASSOCIATE MID SENIOR

WHAT HAPPENS WHEN YOUR NEXT TITLE IS ALWAYS YOUR NEXT GOAL?

HOW IS IT GOING TO FEEL WHEN YOU REACH A PLATEAU?


Marcos 09
Marcos 09
Marcos 09
Marcos 09

ARE TITLES/ACHIEVEMENTS MORE IMPORTANT THAN VALUES?

WHAT WOULD A VALUE-DRIVEN CAREER FEEL LIKE?

WHAT TYPES OF VALUES SHOULD WE EMBRACE?

TECHNICAL KNOWLEDGE

PROTOTYPING / EXPERIMENTATION

RESILIENCE

WHAT TYPES OF VALUES SHOULD WE EMBRACE?

INTEGRITY

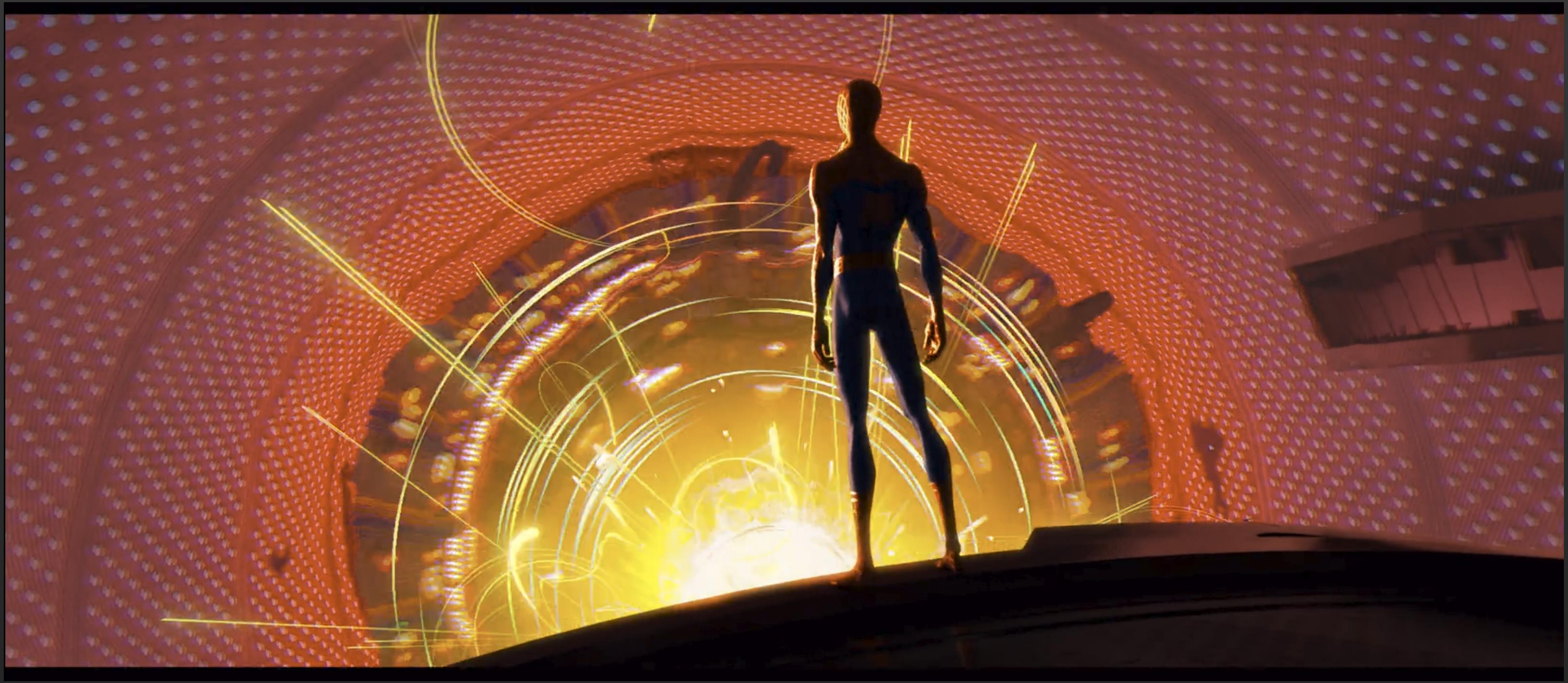
CRAFT

LEARNING NEW THINGS

NOT SURE WHERE TO START?

FAIL
FAIL
ATHENA

NOT SURE WHERE TO START?

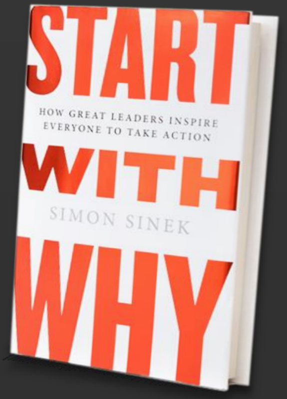


WHERE WILL YOUR VALUES TAKE YOU?

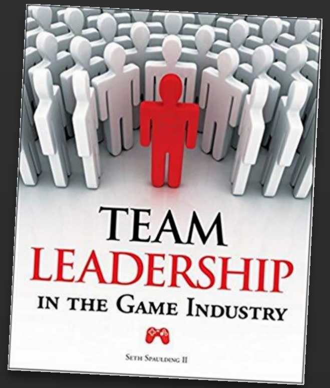
CLOSING THOUGHTS...

THANK YOU

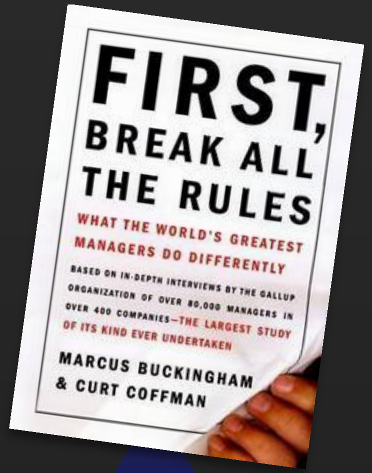
QUESTIONS? (continued reading)


START WITH WHY
HOW GREAT LEADERS INSPIRE EVERYONE TO TAKE ACTION
SIMON SINEK

Start with Why
Sinek, Simon (2011)

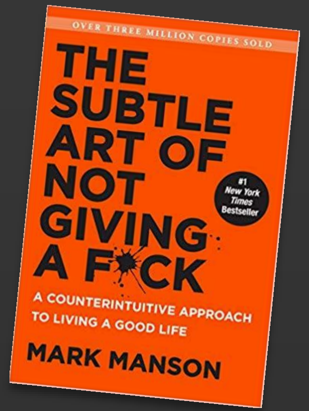

TEAM LEADERSHIP IN THE GAME INDUSTRY

Team Leadership in the Game Industry
Spaulding, Seth (2009)

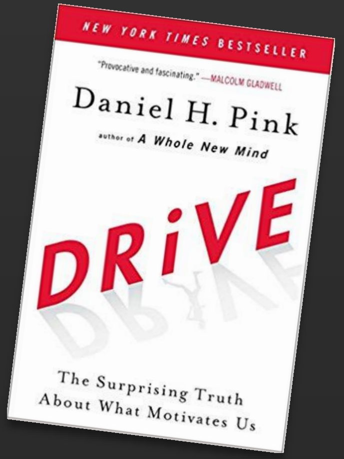

FIRST, BREAK ALL THE RULES
WHAT THE WORLD'S GREATEST MANAGERS DO DIFFERENTLY
MARCUS BUCKINGHAM & CURT COFFMAN

First, Break All the Rules
Buckingham & Coffman (1999)

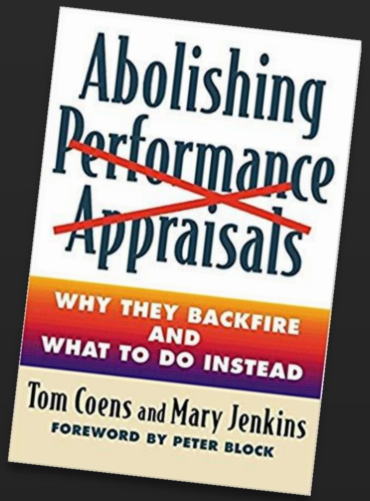
*The Subtle Art of Not Giving a F*ck*
Manson, Mark (2016)


THE SUBTLE ART OF NOT GIVING A F*CK
A COUNTERINTUITIVE APPROACH TO LIVING A GOOD LIFE
MARK MANSON

Drive
Pink, Daniel (2011)


NEW YORK TIMES BESTSELLER
Daniel H. Pink
DRiVE
The Surprising Truth About What Motivates Us

Abolishing Performance Appraisals
Coens & Jenkins (2002)


Abolishing Performance Appraisals
WHY THEY BACKFIRE AND WHAT TO DO INSTEAD
Tom Coens and Mary Jenkins
FOREWORD BY PETER BLOCK